

# **SCHOOL OF BUSINESS GRADUATE PROGRAMS HANDBOOK**



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# INTRODUCTION

This *School of Business Graduate Studies Handbook* has been prepared to assist students in planning their academic career while at Madonna University given the graduate program of their choice. Generally, the *Graduate Bulletin* in effect on the date the student was admitted to Madonna University controls the policies and plan of study the student must complete in order to graduate under their respective program. To the extent that anything contained herein may contradict the *Bulletin*, the *Bulletin* shall take precedence.

For students admitted prior to September 1, 1997, previous plans of study are included as an appendix at the back of this handbook. Generally, when a program has been changed during the student's tenure at Madonna University, a student has the option of fulfilling their original plan of study or opt under the new requirements. However, if re-admission to the graduate program is necessary the student must meet the program requirements of the most recent Plan of Study. If a student has any questions in this area, they should consult with the School of Business Graduate Curriculum Chairperson or the Dean of the School of Business.

We hope your time spent at Madonna University is academically challenging, enjoyable, and meets your needs.

# MISSION OF THE SCHOOL OF BUSINESS

*The mission of the School of Business is to offer quality and unique programs that:*

- *Are progressive, proactive, ethical, and humanistic;*
- *Are interactive with the needs of the domestic business community and selected international business communities;*
- *Add a solid body of knowledge, understanding, and experience in various aspects of business, management, and ethical leadership to the foundation of liberal arts.*

## THEREFORE...

*The School of Business will continuously work toward the goal of providing quality and unique programs that:*

- *Are measurably challenging to students and faculty,*
- *Exceed stakeholders' expectations,*
- *Are creatively different in scope and structure from others available to students, and*
- *Foster integrity.*

## CORE VALUES

- *Continuous improvement*
- *Innovation, uniqueness*
- *Stakeholder involvement*
- *Ethics, humanism*

Approved – School of Business Faculty  
October 10, 1991  
Amended October 14, 1993

# HISTORY AND PHILOSOPHY OF THE MASTER'S PROGRAM

In 1982, state and regional accreditors approved the Madonna University Graduate Studies Program with specialties in Business and Nursing Administration. After 25 years of operation, over 325 part-time business graduate students are enrolled in advanced studies, joining the undergraduates at this private, co-educational institution.

There are eight graduate programs offered by the School of Business:

- Master of Business Administration (MBA) with specialized certificates (12 options available)
- Master of Science (MS) in e-Commerce
- Master of Science (MS) in Project Management
- Master of Science in Business Administration (MSBA) with a specialty in International Business
- Master of Science in Business Administration (MSBA) with a specialty in Leadership Studies
- Master of Science in Business Administration (MSBA) with a specialty in Leadership Studies: Criminal Justice
- Master of Science in Business Administration (MSBA) with a specialty in Quality
- Master of Science in Nursing/Master of Business Administration (MSN/MBA) Dual Degree

The student outcomes which are common to all programs are:

- Demonstrating leadership development in a variety of organizational settings;
- Creating an awareness of and exhibit professional ethical practices and corporate social responsibility;
- Increasing participation in multi-cultural or global activities;
- Communicating written and oral ideas in a clear, concise, and persuasive manner;
- Analyzing and solving organizational problems using a multi-disciplinary approach.

# UNIQUE OR SPECIAL CHARACTERISTICS OF THE GRADUATE PROGRAMS

The programs focus on professional and managerial leadership, providing:

- Emphasis on ethical and professional leadership in diverse organizations and environments.
- Opportunities for extensive networking through courses, team work, retreat with students, faculty, community, and organizational leaders.
- Assessment of the student's leadership skills and needs, and preparation of a leadership development plan.
- Opportunity to complete a research study in collaboration with the student's workplace management.
- Integration of leadership studies with planning, futuring, forecasting, and the management of human resources, process, project, and information.
- Opportunity to integrate international business study and travel into the plan of study.
- Constant evolution, adjustment, and refinement of the program in response to student needs and interests and the changing workplace.

There are some special characteristics of the program which should be considered carefully by the potential student. If a graduate program is going to provide maximum opportunity and challenge for the student, his/her needs must be matched closely with the strengths of that graduate program.

- Each program has a research component, entails substantial library and computer work, and an independent research project.
- Each features an interdisciplinary dialogue between nursing, education and business students, as all are required to take a group of core courses.
- The MSBA and MS are designed for the full-time employed professional.
- MBA students do not need work experience.
- Each is planned for part-time enrollment in evening classes primarily scheduled to meet once weekly. Several classes also are taught through distance learning.
- The MSBA programs are 30 or 36 semester hours.
- The MBA program is 40-45 semester hours depending on the certificate option.

# MBA ADMISSION REQUIREMENTS

The MBA program requires students to meet the following criteria for admission to the program:

- Possession of a bachelor's degree from an accredited institution with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
- Two letters of recommendation forms from current employer or professional persons familiar with the applicant's work or college performance.
- Submission of a statement of goals/purpose for participating in the MBA program.
- Admission interview with a faculty member or the Advisor Coordinator for the School of Business.

Please Note: No professional work experience required. Work experience will serve a student well in the MBA program; however, it is not a requirement for successful completion of the program.

## **Criminal Justice Certificate:**

- Employment in the criminal justice field. If not employed in the criminal justice field, a bachelor's degree in criminal justice is required.
- Interview with the Criminal Justice Department Chairperson.

## **Information Technology Management Certificate:**

- CIS/CS Bachelor degree or three years experience in information systems industry or Certification as MCSE or MCP or CNE.

# MSBA and MS ADMISSION REQUIREMENTS

Admission to any of the MSBA and MS programs is determined on the basis of the following criteria:

- Possession of a bachelor's degree from an accredited institution with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission).
- Two letters of recommendation forms from current employer or professional persons familiar with the applicant's work or college performance.
- Full-time employment or substantiated prior full-time work experience. International students unable to pursue full-time employment in the United States while completing a graduate degree may be admitted to the program if the student has prior substantive full-time work experience.
- A current resume.
- Admission interview with a faculty member or the Advisor Coordinator for the School of Business.

Criminal Justice student requirements:

- Need an interview with the Criminal Justice Department Chairperson.
- Full-time employment or substantiated prior full-time work experience in the criminal justice field is recommended. In absence of this, a bachelor's degree specifically in the field of criminal justice from an accredited institute is required.

# GENERAL POLICIES & PROCEDURES

## ADVISEMENT

A group orientation session is held for MSBA students during MGT 5220, Issues in Leadership. The plan of study is explained, and orientations to the library and computer labs are given. Students are signed onto the computer system and may begin communicating through electronic mail with faculty and with each other.

Students are assigned an advisor at the time of acceptance into the program. Students are encouraged to communicate with their advisor through electronic mail at any time. All full-time faculty and many adjunct faculty, access electronic mail daily, thus simplifying the communication process. Should questions about policies or procedures arise, the student should:

1. Consult the course instructor or Chair of Graduate Programs if matters relate to prerequisites, course requirements, and grades.
2. Contact a business faculty advisor or the Dean of the School of Business if questions relate to overall program or registration.
3. Contact the Chair of Graduate Programs or the Dean of the School of Business for waivers, appeals, grievances, and general policies. Waivers, appeals, and grievances will be addressed by the School of Business Academic Standards Team.
4. Contact the Office of Graduate Studies regarding probation and status change, intent to graduate forms, and other matters related to forms processing.
5. A member of the School of Business faculty has been assigned to serve as a consultant to students on statistical methods used in research studies. Check with the School of Business office for the days and times available for consultation.

## ATTENDANCE

Class attendance is extremely important; however, many business students are required to travel as part of their work responsibilities. When work necessitates absences, it is the student's responsibility to discuss the method of completing the missed work with the instructor prior to the absence. Excessive absence may result in a lower grade or withdrawal from the course.

Distance Learning courses may consist of one or more classroom sessions with the remainder of the semester being conducted through e-mail, Internet, or Blackboard. These courses are designed to be interactive throughout the semester with the instructor and other classmates. Students must be self-disciplined and knowledgeable of the basic functions and applications of a personal computer. Students are required to participate in sessions on-line, excessive absence may result in a lower grade.

## ACADEMIC STANDARDS & GRADING POLICY

The student is requested to consult the *Graduate Bulletin* for academic policies. The following brief comments amplify the regulations:

1. Students must maintain a minimum grade point average of 3.0 in their graduate courses. This **includes** prerequisite or additional elective courses.
2. An academic warning will be issued to a student if the semester GPA is below 3.0.
3. Academic probation is issued for one or more of the following reasons:
  - a student receives two academic warnings in consecutive semesters of enrollment;
  - the student's cumulative GPA is below 3.0 (12 semester hours or more);
  - a student receives a "D" or "F" grade in a degree course.
4. The student is automatically dismissed from the graduate program if their cumulative GPA falls below 3.0 for three consecutive semesters. Academic probation is cleared when the student earns a cumulative GPA of 3.0 or higher and there are no D or F grades in the semester.
5. The grading system for graduate courses consists of the following:

A	4.00 honor points per s.h.
A-	3.66 honor points per s.h.
B+	3.33 honor points per s.h.
B	3.00 honor points per s.h.
B-	2.66 honor points per s.h.
C+	2.33 honor points per s.h.
C	2.00 honor points per s.h.
D	1.00 honor points per s.h.
F	0 honor points

S, Y and L grades are described in the Graduate Bulletin.

## **PROFESSIONAL ETHICS**

The University reserves the right to request students to withdraw from a program due to unsatisfactory or unprofessional performance in the theoretical and/or practical phase of that program or because of inappropriate behavior. Plagiarism and cheating are violations of ethical standards and merit failing grades on the assignment or examination involved. In serious instances, this could result in dismissal from the program, upon recommendation of the specialty faculty.

## **WITHDRAWAL FROM CLASSES**

Students who wish to withdraw from a course(s) must do so officially – by completing the Change of Registration form – at the Registrar's Office before the deadline date specified in the calendar of the University Schedule of Classes. Failure to officially withdraw from a course will result in an F grade, which will be computed in the grade point average.

## **STOP OUTS, LEAVES OF ABSENCE AND TERMINATIONS**

Business Administration majors may feel free to schedule "stop outs" in their degree progress should family or work require an interruption. Indeed, some students prefer not to register for classes in Spring/Summer (Term III). No special permission need be obtained for brief stop outs.

However, if the time frame is to extend over several semesters, the student is asked to notify the Graduate Studies Office or the School of Business office (preferably in writing) that a Leave of Absence is being planned for a tentative length of time. This courtesy helps the university keep accurate statistics and will obviate the necessity of correspondence about attrition and its causes. If the student has not registered for classes within two chronological years, records will be withdrawn from the active file and he/she will need to reapply and become subject to any new requirements formulated since the first admission.

Terminations and reinstatements are handled on an individual basis. Those former students having left in academic good standing need only reapply or ask to have their file "reactivated."

### APPLICATION FOR DEGREE

Students must apply for their degree two semesters before the anticipated graduation date. The deadline for Applications is listed in the Schedule of Classes and posted around the University. The student must pay the \$50 fee prior to submitting it to the Graduate Studies Office. A \$10 late fee is added if the Application is submitted after the deadline date. Without an Application, the Graduate Studies Office will not begin the auditing and approval process for graduation. The Application form may be downloaded from the Madonna University web site: [www.madonna.edu/pages/graduatestudiesforms.cfm](http://www.madonna.edu/pages/graduatestudiesforms.cfm). This page may be located by clicking, from the University home page, as follows: Students/Student Services/Graduate Studies/Student Resources/Graduate School Forms.

### HUMAN SUBJECT'S REVIEW COMMITTEE

The Human Subject's Review Committee (HSRC) is the cornerstone of Madonna University's program for the protection of human subjects in research. It is responsible for ensuring that Madonna University meets the Federal requirements for adequately protecting the rights and welfare of subjects in research. **Research is defined** by the Federal regulations as a "systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalizable knowledge." Knowledge is designed to contribute to generalization when it is published in any format for the edification of individuals outside of an organization. Madonna University requires that all research projects involving human subjects be reviewed and approved by the HSRC **prior to conducting data collection**. This process will take 1 to 3 weeks, depending upon the type of study. If the HSRC determines that changes are necessary, a second review will be required. To expedite the approval process, students should carefully follow the HSRC **Application Procedure Checklist**. In addition, the Samples Section of the Research Guide contains a template for completing the consent form accurately and thoroughly. Attention to such detail will greatly expedite the review process. Further, a checklist is provided to help you to determine the **type of review\*** that will be necessary for your project. The Checklist and other forms for the Application may be downloaded from the University's web site: [www.madonna.edu/pages/researchguide.cfm](http://www.madonna.edu/pages/researchguide.cfm). Or you may enter the web site and click as follows: Students/Student Services/Center for Research/Research Guide and Forms. Select the Application forms as well as Business Research Section 2 and Samples.

### **\*Types of Review**

- **Exempt:** Involves research for which the risk to subjects is not greater than those ordinarily encountered in daily life or during the performance of routine physical or psychological examinations or tests. Projects should be designed so that there is nothing that links the subject with the data (not even code numbers) and subjects do not feel at risk in relation to employment. This project is reviewed by the HSRC chair and Director of Center for Research to be sure it meets the guidelines. This is the fastest review.
- **Expedited:** The level of risk is the same as for exempt review except that there is a greater risk of loss of confidentiality/anonymity. Other characteristics of projects suitable for this type of review include, but are not limited to: topic involves illegal or unacceptable behaviors, subjects are under 18 years of age, audio or video recordings are used. This project is reviewed by three committee members.
- **Full:** Research procedures involve more than a minimal risk to the subject's health or well-being (e.g., use of deception or electric shock, induction of stress). This requires convening a full committee meeting.

### **STUDENT APPEAL PROCESS/GRIEVANCE PROCEDURE**

The student grievance procedure is designed to offer a means to resolve disagreements related to interpretation of University or department policies. This procedure is also followed by students who wish to appeal their grade or dismissal from the University. The grievance procedure must be initiated within 20 working days after: a) the student is aware of the disagreement, or b) the end of the term in which the grievance exists, whichever is sooner.

The following steps define the appeals procedure:

1. The student discusses the problem with the professor or staff member involved at a scheduled appointment within 20 working days\* after the complaint is known.
2. If the problem is not resolved, the student and professor or staff member meet with the designated representative of the specialty program (see student handbook for specialty) within 15 working days.
3. If the problem remains unresolved, student presents the problem in writing\*\* to the department's/program's appeal board (minimum of 2-3 graduate level faculty and one graduate student representative) within 15 working days. The board recommends an action to the college/school dean, who, after review, informs the student of the decision in writing.
4. In the event the student rejects the decision, the student may present the case, within 15 working days, to the Dean of Graduate Studies for review. The Dean of Graduate Studies informs the student of the decision in writing.
5. If the problem remains unresolved, the student may submit the appeal, within 15 working days, to the campus-wide appeal board through the Office of the Vice President for Student Services. The student representatives on this board will be graduate students.
6. If the problem remains unresolved, the student may appeal to the Vice President for Academic Administration, whose decision is final.

\*Working days are defined as those in which faculty are on contract, excluding weekends and holidays. Faculty are generally on contract September through May. Summer contracts run May through June or July.

\*\*The Appeal Request form may be obtained from the department chairperson.

### **SCHOLARLINESS**

A scholarly habit of mind is to be cultivated in every graduate student. Potential pitfalls to achieving that objective are present when education for in-service professionals is through evening classes on a part-time basis. Whereas the faculty recognizes the difficulties of balancing work-study-family responsibilities by graduate students, it has also committed itself to providing a program with goals that are challenging to achieve. It is expected, therefore, that the graduate student will need to set priorities in order to derive the most from the program.

# LIBRARY FACILITIES

The Madonna University Library with the graduate studies program for the School of Business has developed a strong collection of materials to support the graduate curriculum. A variety of electronic database collections, Lexis-Nexis, ProQuest and first Search include relevant research tools such as ABI/INFORM and Business and Industry. In addition to these resources the Library also offers many book titles, monographs and periodicals to support the graduate curriculum. The Library provides special services to support the research activities of both faculty and students.

# DEGREE PROGRAMS

Master of Business Administration (*MBA*)

Master of Science in e-Commerce (*MS*)  
Master of Science in Project Management (*MS*)

Master of Science in Business Administration  
in International Business (*MSBA*)  
Master of Science in Business Administration  
in Leadership Studies (*MSBA*)  
Master of Science in Business Administration  
in Leadership Studies in Criminal Justice (*MSBA*)  
Master of Science in Business Administration  
in Quality (*MSBA*)

Master of Science in Nursing/  
Master of Business Administration (*MSN/MBA*)

# MASTER OF BUSINESS ADMINISTRATION

The MBA program is a generalist program in business administration, which stresses the functional areas of business. It is meant for those students who desire a broad understanding of business and how it relates to the social, political, and economic forces confronting it. The content of the program is designed to prepare the graduate with the following skills:

- Demonstrate competency in the functional areas of business, accounting, business law, finance, information systems, organizational behavior, total quality management, marketing, and strategic management.
- Develop team skills, written and oral communication capabilities, and cross-disciplinary aptitudes for working in a culturally and intellectually diverse environment.
- Integrate quantitative information and the use of technology into decision-making process.
- Apply and critically analyze the strategic decision-making process including financial forecasting and operational planning for policy making in domestic and international companies.
- Practice ethical decision-making as it pertains to business and societal issues.

**Unique Feature:** In addition to the generalized curriculum, students can select an area of concentration culminating in a certificate.

# MASTER OF BUSINESS ADMINISTRATION

## PREREQUISITES 12 s.h.

ACC 5150  
3 s.h.  
Financial  
Accounting

BR 5170  
3 s.h.  
Quantitative  
Methods for  
Leadership  
Roles

ECN 5180  
3 s.h.  
Economic  
Environment  
& Business  
Activity

MKT 5160  
3 s.h.  
Essentials  
of  
Marketing

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## CORE COURSES 28-29 s.h.

ACC 5250  
3 s.h.  
Managerial  
Accounting  
for Decision  
Making

BL 6040  
2 s.h.  
Legal  
Issues in  
Business

BR 6450 or BR 6490  
3 s.h. or 3 s.h.  
Addressing  
Business  
Problems  
w/Research

MIS 5580  
2-3 s.h.  
Information  
Systems for  
Managers

ECN 6100  
2 s.h.  
Managerial  
Economics

FIN 5650  
3 s.h.  
Business  
Finance

INB 6080  
2 s.h.  
Perspectives  
in  
International  
Business

MGT 5550  
2 s.h.  
Ethical  
Considerations  
in  
Leadership

MGT 6150  
3 s.h.  
Quality  
Management

MGT 6300  
3 s.h.  
Organizational  
Theory  
and  
Behavior

MKT 5790  
3 s.h.  
Marketing  
Strategy

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## REQUIRED CERTIFICATE

9 s.h. (minimum) in area of concentration

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## CAPSTONE COURSE 3 s.h.

MGT 6950  
3 s.h.  
Strategic  
Management  
of Business  
Policy

# MASTER OF BUSINESS ADMINISTRATION PLAN OF STUDY

		<u>Completed</u>
<b>PREREQUISITES (12 s.h.)</b>		
ACC 5150	Financial Accounting (3)	_____
BR 5170	Quantitative Methods for Leadership Roles (3) (Waived By Examination Only)	_____
ECN 5180	Economic Environment and Business Activity (3)	_____
MKT 5160	Essentials of Marketing (3)	_____
<b>CORE COURSES (28-29 s.h.)</b>		
ACC 5250	Managerial Accounting for Decision-Making (3) (Prerequisite: MIS 5580 & ACC 5150)	_____
BL 6040	Legal Issues in Business (2)	_____
BR 6450	Addressing Business Problems with Research (3) (Prerequisite: BR 5170)	_____
<b>OR</b>		
BR 6490	Qualitative Research Methods (3)	
ECN 6100	Managerial Economics (2) (Prerequisites: ECN 5180 & BR 5170)	_____
FIN 5650	Business Finance (3) (Prerequisite: ACC 5250)	_____
INB 6080	Perspectives in International Business (2)	_____
MGT 5550	Ethical Considerations in Leadership (2)	_____
MGT 6150	Quality Management (3) (Prerequisite: BR 5170)	_____
MGT 6300	Organizational Theory & Behavior (3)	_____
MIS 5580	Information Systems for Managers (2-3)	_____
MKT 5790	Marketing Strategy (3) (Prerequisite: MKT 5160 or one course in marketing)	_____
<b>REQUIRED CERTIFICATE (9-16 s.h.) (see following pages)</b>		
<b>CAPSTONE COURSE (3 s.h.)</b>		
MGT 6950	Strategic Management of Business Policy (3) (upon successful completion of all foundation courses)	_____
<b>Total semester hours (excluding prerequisites)</b>		<b>40 - 48 s.h.</b>

## GRADUATE CERTIFICATES

**COMPLETED**

### GENERAL BUSINESS CERTIFICATE

For this certificate the student must take nine (9) semester hours from School of Business graduate course offerings. ENG 5050-Communications of the Executive (3 s.h.) may also be included in these nine semester hours. Prerequisite courses may not be included.

### COST MANAGEMENT CERTIFICATE

ACC 5530	Financial Statement Analysis (3)	_____
ACC 5550	Accounting Information Systems Design (3)	_____
ACC 6300	Advanced Management Accounting (3)	_____
ACC 6500	Contemporary Issues in Cost Management (3)	_____

### CRIMINAL JUSTICE LEADERSHIP CERTIFICATE

CJ 5100	Legal & Ethical Issues in Criminal Justice Administration (2)	_____
CJ 5200	Labor Law Issues in Criminal Justice Management (2)	_____
CJ 5300	Advance Criminal Justice Administration (3)	_____
CJ 5400	Criminal Justice Operations & Programs in the 21 <sup>st</sup> Century (2)	_____

### E-COMMERCE CERTIFICATE

BL 6210	e-Commerce Cyber Law & Ethics (3)	_____
MIS 5640	e-Business & e-Commerce in the Enterprise (3)	_____
MIS 6840	Re-designing the Enterprise for e-Business (3)	_____

### HUMAN RESOURCES MANAGEMENT CERTIFICATE

ECN 6240	Labor Economics (3)	_____
MGT 5500	Human Resources Management & Development (3)	_____
MGT 6500	Contemporary Workforce Issues (3)	_____

### INFORMATION TECHNOLOGY MANAGEMENT CERTIFICATE

MGT 5780	Project Management Practices (3)	_____
MIS 6250	Advanced Database Concepts (3)	_____
MIS 6400	Data Communications and Networking (2)	_____
MIS 5640	e-Business & e-Commerce in the Enterprise (3)	_____
MIS 6840	Redesigning the Enterprise for e-Business (2)	_____
MIS 6890	Managing Enterprise Information Systems (3)	_____

### INTERNATIONAL BUSINESS FINANCIAL OPERATIONS CERTIFICATE

ACC 5700	International Accounting (2)	_____
BL 6260	International Legal Environment (3)	_____
FIN 6250	International Finance (2)	_____
INB 5350	International Trade Structure & Systems (3)	_____

### INTERNATIONAL BUSINESS MANAGEMENT CERTIFICATE

BL 6260	International Legal Environment (3)	_____
INB 5450	International Management (3)	_____
INB 6150	International Marketing (3)	_____

**MARKETING MANAGEMENT CERTIFICATE**

BR 6830	Marketing Research Applications (3)	_____
MIS 5640	e-Business & e-Commerce in the Enterprise (3)	_____
MKT 6210	Leadership in Marketing Management (3)	_____
MKT 6310	e-Marketing (3)	_____

**NON-PROFIT LEADERSHIP CERTIFICATE**

MGT 6110	Entrepreneurial Leadership in Non-Profits (3)	_____
MGT 6120	Developing & Deploying Volunteers (2)	_____
MGT 6130	Developing Partnerships w/Boards, Suppliers & Clients (2)	_____
MGT 6140	Obtaining Funding, Program Management & Evaluation (2)	_____

**PROJECT MANAGEMENT CERTIFICATE**

MGT 5780	Project Management Practices (3)	_____
MGT 6160	Project Management: Scheduling & Cost Control (2)	_____
MGT 6170	Project Management: Risk Analysis (2)	_____
MGT 6250	Procurement and Contract Management (2)	_____
MIS 5150	Project Management Technology (1) (Required Pre-Requisite)	_____

**QUALITY MANAGEMENT CERTIFICATE**

QOM 6210	Total Quality: Building the Infrastructure (3)	_____
QOM 6230	Quality and Process Improvement Techniques (3)	_____
QOM 6250	Baldrige Award & Organizational Self-Assessment (3)	_____

# MASTER OF SCIENCE

## E-COMMERCE

The Master of Science in e-Commerce is an interdisciplinary program offered jointly by the faculties of the School of Business and the Computer Science Department. The Master of e-Commerce program is a unique academic degree that blends coursework and research to give students a broad overview of this emerging area of business. Students in the program will learn how to effectively identify, develop, and implement e-Commerce business strategies in various types of organizations. Competencies and skills over various areas will be developed throughout the program in the core curriculum. These areas will include technology-driven change; dynamic innovation and creativity; globalization of commerce; ethics, social responsibility, and cultural sensitivity; and integrative systems thinking and practice.

The objectives of the program are to enable the student to:

- Analyze, design, and construct e-commerce solutions that address the complex needs of businesses and organizations.
- Apply appropriate application software tools and methods for businesses and organizational solutions.
- Communicate complex ideas through oral presentations and written documents.
- Effectively lead and manage IT professionals.
- Take an active role in establishing an organizational culture that embraces the ethical use of information technologies.
- Thrive professionally in a business environment that is constantly undergoing technological change.

# MASTER OF SCIENCE E-COMMERCE

## CORE COURSES 26 s.h.

BL 6210  
3 s.h.  
e-Commerce  
Cyber Law  
and Ethics

CSC 5350  
3 s.h.  
Advanced  
Web  
Programming

ECM 5220  
2 s.h.  
Seminar in  
e-Commerce

ECM 5300  
3 s.h.  
e-Commerce  
Applications  
and  
Operations

ECM 6100  
3 s.h.  
e-Commerce  
Website  
Design

ECM 6440  
3 s.h.  
e-Commerce  
Information  
Security

MIS 5640  
3 s.h.  
e-Business &  
e-Commerce in  
the Enterprise

MIS 6840  
3 s.h.  
Re-designing  
the Enterprise  
for e-  
Business

MKT 6310  
3 s.h.  
e-Marketing

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## CAPSTONE COURSE 4 s.h.

ECM 6900  
4 s.h.  
Masters  
Project in  
e-Commerce

# MASTER OF SCIENCE E-COMMERCE PLAN OF STUDY

Completed

**CORE COURSES (26 s.h.)**

BL 6210	e-Commerce Cyber Law and Ethics (3) Pre-requisite: ECM 5300 e-Commerce Applications and Operations	_____
CSC 5350	Advanced Web Programming (3) Pre-requisite: MIS 5640 e-Business & e-Commerce in the Enterprise	_____
ECM 5220	Seminar in e-Commerce (2) To be taken 1 <sup>st</sup> term	_____
ECM 5300	e-Commerce Applications and Operations (3) Pre-requisite: MIS 5640 e-business & e-Commerce in the Enterprise	_____
ECM 6100	e-Commerce Website Design (3) Pre-requisite: ECM 5300 e-Commerce Applications and Operations	_____
ECM 6440	e-Commerce Information Security (3) Pre-requisite: ECM 5300 e-Commerce Applications and Operations	_____
MIS 5640	e-Business & e-Commerce in the Enterprise (3) Pre-requisite: MIS 5580 Information Systems for Managers or equivalent	_____
MIS 6840	Re-designing the Enterprise for e-Business (3) Pre-requisite: ECM 5300 e-Commerce Applications and Operations	_____
MKT 6310	e-Marketing (3) Pre-requisite: permission of instructor	_____

**CAPSTONE COURSE (4 s.h.)**

ECM 6900	Masters Project in e-Commerce (4) Taken only in last 6 hours of program, taken over 2 terms	_____
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<b>Total semester hours (excluding prerequisites)</b>	<b>30 s.h.</b>
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# MASTER OF SCIENCE

## PROJECT MANAGEMENT

The purpose and focus of the Master of Science in Project Management is to offer a professional graduate degree in project management, through a variety of media, which is recognized by its stakeholders for its excellence and need-based content. The objectives of the program are to enable the student to:

- Apply knowledge in new and unfamiliar circumstances through a conceptual understanding of Project Management.
- Adapt and innovate to solve problems.
- Critically analyze and question knowledge claims in the discipline.
- Apply theories, models, and tools relevant to the field of Project Management.

# MASTER OF SCIENCE PROJECT MANAGEMENT

**PREREQUISITES**  
8-9 s.h.

ACC 5150  
3 s.h.  
Financial  
Accounting

BR 5170  
3 s.h.  
Quantitative  
Methods for  
Leadership  
Roles

MIS 5580  
2-3 s.h.  
Information  
Systems for  
Managers

**CORE COURSES**  
15 s.h.

ACC 5250  
3 s.h.  
Managerial  
Accounting for  
Decision Making

MGT 5220  
1 s.h.  
Issues in  
Leadership  
Studies

MGT 5300  
3 s.h.  
Leadership  
Behavior in  
Organizations

MGT 5400  
3 s.h.  
Organizational  
Effectiveness &  
Change Mgt.

MGT 5550  
2 s.h.  
Ethical  
Considerations  
In Leadership

MGT 5570  
3 s.h.  
Strategic Mgt:  
A Leader's  
Perspective

**PROJECT  
MANAGEMENT  
SPECIALTY**  
12 s.h.

MGT 5780  
3 s.h.  
Project  
Management  
Practices

MGT 6150  
3 s.h.  
Quality  
Management

MGT 6160  
2 s.h.  
Project Mgt:  
Scheduling &  
Cost Control

MGT 6170  
2 s.h.  
Project Mgt:  
Risk  
Analysis

MGT 6250  
2 s.h.  
Procurement  
& Contract  
Management

**CAPSTONE COURSE**  
3 s.h.

MGT 6960  
3 s.h.  
Enterprise  
Program  
Management

# MASTER OF SCIENCE PROJECT MANAGEMENT PLAN OF STUDY

Completed

**PREREQUISITES (8-9 s.h.)**

ACC 5150	Financial Accounting (3)	_____
BR 5170	Quantitative Methods for Leadership Roles (3) (Waived By Examination Only)	_____
MIS 5580	Information Systems for Managers (2-3)	_____

**CORE COURSES (15 s.h.)**

ACC 5250	Managerial Accounting for Decision Making (3) (Prerequisite: MIS 5580 & ACC 5150 or 2 semesters of accounting)	_____
MGT 5220	Issues in Leadership Studies (1)	_____
MGT 5300	Leadership Behavior in Organizations (3)	_____
MGT 5400	Organizational Effectiveness & Change Management (3)	_____
MGT 5550	Ethical Considerations in Leadership (2)	_____
MGT 5570	Strategic Management: A Leader’s Perspective (3)	_____

**PROJECT MANAGEMENT SPECIALTY (12 s.h.)**

MGT 5780	Project Management Practices (3)	_____
MGT 6150	Quality Management (3)	_____
MGT 6160	Project Management: Scheduling & Cost Control (2)	_____
MGT 6170	Project Management: Risk Analysis (2)	_____
MGT 6250	Procurement & Contract Management (2)	_____

**CAPSTONE COURSE (3 s.h.)**

MGT 6960	Enterprise Program Management (3)	_____
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<b>Total semester hours (excluding prerequisites)</b>	<b>30 s.h.</b>
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# MASTER OF SCIENCE IN BUSINESS ADMINISTRATION

## INTERNATIONAL BUSINESS

The MSBA with a specialty in International Business offers a planned program of educational experiences for the graduate student involved in international business. Students in this program are experienced employees who have demonstrated their potential for future achievement in the international arena. The content of the program is designed to provide the student with the following competencies:

- Demonstrate specialized knowledge, skills, and attitudes necessary for professional and effective performance in the international business area.
- Integrate professional ethics and social responsibility within the global community. Beyond the required course dealing with ethical considerations, the program stresses the importance of developing and maintaining an ethical value system.
- Apply a systematic approach to problem solving for effective decision making and integration of computerized information into the decision-making process.
- Recognize societal and environmental issues and analyze their collective impact on human behavior and the global community. The methodologies of future research allows the student to place him/herself in a proactive position, rather than reactive.
- Apply theory and skills needed to perform useful research within the international area.
- Demonstrate a sense of personal discipline to pursue lifelong learning for professional growth.

# MASTER OF SCIENCE IN BUSINESS ADMINISTRATION INTERNATIONAL BUSINESS

**PREREQUISITES  
11-12 s.h.**

ACC 5150 3 s.h. Financial Accounting	MIS 5580 2-3 s.h. Information Systems for Managers	ECN 5180 3 s.h. Economic Environment & Business Activity	MKT 5160 3 s.h. Essentials of Marketing
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**CORE COURSES 34 s.h.**

ACC 5250 3 s.h. Managerial Accounting for Decision Making	ACC 5700 2 s.h. International Accounting	BL 6260 3 s.h. International Legal Environment	FIN 6250 2 s.h. International Finance	INB 5350 3 s.h. International Trade Structure & Systems
INB 5450 3 s.h. International Management	INB 6150 3 s.h. International Marketing	INB 6350 2 s.h. International Business Experience	INB 6730 2 s.h. International Business Research Seminar I	MGT 5220 1 s.h. Issues In Leadership Studies (first class)
MGT 5550 2 s.h. Ethical Considerations In Leadership	MGT 5570 3 s.h. Strategic Management: A Leader's Perspective	MGT 6370 2 s.h. Multicultural Communications & Negotiations	Electives 3 s.h.	

**CAPSTONE COURSE 2 s.h.**

INB 6750 2 s.h. International Business Research Seminar II
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# MASTER OF SCIENCE IN BUSINESS ADMINISTRATION INTERNATIONAL BUSINESS

## PLAN OF STUDY

### PREREQUISITES (11-12 s.h.)

		<u>Completed</u>
ACC 5150	Financial Accounting (3)	_____
MIS 5580	Information Systems for Managers (2-3)	_____
ECN 5180	Economic Environment (3)	_____
MKT 5160	Essentials of Marketing (3)	_____

*The above courses may be waived if the equivalent has been completed at the undergraduate level from an accredited institution.*

### CORE COURSES (34 s.h.)

		<u>Completed</u>
ACC 5250	Managerial Accounting for Decision-Making (3) (Prerequisite: MIS 5580 & ACC 5150 or 2 semesters of accounting)	_____
ACC 5700	International Accounting (2) (Prerequisite: ACC 5250 or permission of instructor)	_____
BL 6260	International Legal Environment (3)	_____
FIN 6250	International Finance (2) (Prerequisite: INB 5350 and ACC 5700)	_____
INB 5350	International Trade Structure and Systems (3) (Prerequisite: ECN 5180 or equivalent)	_____
INB 5450	International Management (3)	_____
INB 6150	International Marketing (3) (Prerequisite: MKT 5160 or undergraduate course in marketing principles)	_____
INB 6350	International Business Experience (2)	_____
INB 6730	International Business Research Seminar I (2) (Taken within the first 3 semesters of admission)	_____
MGT 5220	Issues in Leadership Studies (1)	_____
MGT 5550	Ethical Considerations in Leadership (2)	_____
MGT 5570	Strategic Management: A Leader's Perspective (3)	_____
MGT 6370	Multicultural Communications and Negotiations (2)	_____
	Electives (3)	_____

### CAPSTONE COURSE 2 s.h.

INB 6750	International Business Research Seminar II (2) (To be taken final winter semester of program) (Prerequisite: INB 6730)	_____
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<b>Total semester hours (excluding prerequisites)</b>	<b>36 s.h.</b>
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## **Requirements**

Thirty-six hours of specific courses are required for international business majors. ACC 5250 may be waived for those students with an undergraduate major or minor in accounting. This waiver must be approved by the instructor of the MGT 5220 course. Students who have courses waived will take additional semester hours in the major.

### **INB 6350 International Business Experience**

It is not enough for students to have international knowledge acquired from reading and discussion, but real-life experience in a foreign country (other than Canada) must be part of an international business program. This experience may be acquired in a variety of ways:

1. Previously lived and worked in a foreign country.
2. Traveled for business reasons to a foreign country.
3. Participated in an exchange program with a foreign university.
4. Participated in one of the many foreign short-term study programs offered by Madonna University or other universities.
5. Participated in a trade mission.

In addition, competency in another language, other than English for U.S. students, must be demonstrated. Competence is defined as the ability to converse on everyday topics in order to show introductory level course competency.

This competency will be tested by a faculty member and verified by the student's advisor. A list of faculty members who will serve as testers is available in the School of Business office.

### **Research Competency**

The research competency is acquired through the course work and the completion of action research throughout the program. The research sequence, INB 6730 will be started one or two semesters after the student enrolls in MGT 5220. The student, with the assistance of an advisor, will select a specific region of the world in INB 6730, and begin a comprehensive study of the geography, culture, government, history, language, economics, and politics of the region and develop a business plan for exporting a product/service to that region of the world. INB 6750 will be taken the final winter semester of the program.

The student will select an advisor in INB 6730 and will continue to work with that advisor in INB 6750. The culmination of the area research and business plan will take place in INB 6750 where the student will present orally, highlights of his/her comprehensive research project. INB 6750 will be taken the final winter semester of the student's program. The oral presentation will be video taped and critiqued by peers and faculty.

The paper will be presented, using the Style Guides in the *Research Guide* (available at Madonna's web site under Student Services), and will be placed in a School of Business approved folder (available in the School of Business Office).

All papers must be completed, approved by the advisor, and submitted to the School of Business office by the last day of the winter semester. Only in very unusual circumstances will a Y grade be given. The date of the presentation will be announced one year prior to the presentations; therefore, it will be unlikely that a student would miss the presentation. In an unusual case (such as serious illness, birth of a baby, death in the family), the student will be allowed to complete the program and graduate with the submission of the approved paper.

*For students admitted before September, 2002, see page 94*

## MASTER OF SCIENCE IN BUSINESS ADMINISTRATION

### LEADERSHIP STUDIES

The MSBA with a specialty in Leadership Studies offers a planned program of educational experiences for the graduate interested in advancing in a key leadership role in business or other complex organizations. The content of the program is designed to provide the student with the following competencies:

- Demonstrate specialized knowledge, skills, and attitudes necessary for professional and effective performance as a leader in a managerial role. The content of the program was determined by gathering information from a variety of sources on what managers need to be and how they need to change to meet the challenges of the 21<sup>st</sup> century.
- Interpret the role of human behavior in the organizational environment. The program stresses the importance of people, the satisfaction of their needs and objectives, and the integration of these needs with the goals of the organization.
- Integrate professional ethics and social responsibility. Beyond the required course dealing with managerial ethical considerations, the program stresses the importance of developing and maintaining an ethical value system.
- Apply a systematic approach to problem solving for effective decision-making. Methods of integrating computerized information into the decision-making process are stressed in the program.
- Recognize the contribution of the traditional liberal arts disciplines to the current and future practice of management. Faculty with strong backgrounds in disciplines such as psychology, history, philosophy, ethics, mathematics, communications, and the humanities have been carefully selected to bring the liberal arts context to the study of leadership.
- Recognize societal and environmental issues and analyze their collective impact on human behavior and especially on the manager. The methodologies of future research allow the manager to place him/herself in a proactive position rather than a reactive one, and to lead others in the 21<sup>st</sup> century.

- Apply theory and skills needed to perform useful research within a professional environment. In order to by a dynamic force, a manager must take charge. Reading and carrying out research provides the manager with a base from which to launch change.
- Demonstrate a sense of personal discipline to pursue lifelong learning for professional growth.

The program emphasizes professional and managerial leadership and the development of human resources within the framework of social and environmental constraints which ultimately affect human behavior and performance in the work setting. It combines a broad theoretical base and a pragmatic case study approach, along with an integration of the liberal arts disciplines. Collectively, these prepare the graduate for more effective decision making.

# MASTER OF SCIENCE IN BUSINESS ADMINISTRATION LEADERSHIP STUDIES

**PREREQUISITES**  
9 s.h.

ACC 5150  
3 s.h.  
Financial  
Accounting

BR 5170  
3 s.h.  
Quantitative  
Methods for  
Leadership Roles

MKT 5160  
3 s.h.  
Essentials of  
Marketing

**CORE COURSES**  
19-20 s.h.

ACC 5250  
3 s.h.  
Managerial  
Accounting for  
Decision Making

BR 6430\*  
3 s.h.  
Managerial  
Research  
Design

MIS 5580  
2-3 s.h.  
Information  
Systems for  
Managers

ECN 6300  
2 s.h.  
Managerial  
Perspectives on  
Economics

MGT 5220  
1 s.h.  
Issues in  
Leadership  
(first class)

MGT 5300  
3 s.h.  
Leadership  
Behavior in  
Organizations

MGT 5550  
2 s.h.  
Ethical  
Considerations  
in Leadership

MKT 6210  
3 s.h.  
Leadership in  
Marketing  
Management

**LEADERSHIP SPECIALTY**  
9 s.h.

Any of the following:  
 MGT 5400 Organizational Effectiveness & Change Management (3)  
 MGT 5470 Ideas in Leadership Development & Literature (2)  
 MGT 5560 Cases in Business Ethics (1)  
 MGT 5570 Strategic Management: A Leader's Perspective (3)  
 MGT 5920 Seminar in Leadership: Analysis & Growth (2)  
 MGT 6370 Multicultural Communications & Negotiations (2)  
 MGT 6400 Power, Politics & Networking (2)

**CAPSTONE COURSE**  
2 s.h.

BR 6840\*  
2 s.h.  
Project Research Study

\*Refer to pages 35-37

## MASTER OF SCIENCE IN BUSINESS ADMINISTRATION LEADERSHIP STUDIES PLAN OF STUDY

		<u>Completed</u>
<b>PREREQUISITES (9 s.h.)</b>		
ACC 5150	Financial Accounting (3)	_____
BR 5170	Quantitative Methods for Leadership Roles (3) (Waived By Examination Only)	_____
MKT 5160	Essentials of Marketing (3)	_____
<b>CORE COURSE (19-20 s.h.)</b>		
ACC 5250*	Managerial Accounting for Decision Making (3) (Prerequisite: MIS 5580 & ACC 5150 or 2 semesters of accounting)	_____
BR 6430*	Managerial Research Design (3)	_____
MIS 5580*	Information Systems for Managers (2-3) (Prerequisite: Computer literacy as assessed in MGT 5220)	_____
ECN 6300	Managerial Perspectives on Economics (2)	_____
MGT 5220	Issues in Leadership Studies (1)	_____
MGT 5300	Leadership Behavior in Organizations (3)	_____
MGT 5550	Ethical Considerations in Leadership (2)	_____
MKT 6210	Leadership in Marketing Management (3)	_____
<b>LEADERSHIP SPECIALTY (9 s.h.)</b> Any of the following:		
MGT 5400	Organizational Effectiveness & Change Management (3)	_____
MGT 5470	Ideas in Leadership Development & Literature (2)	_____
MGT 5560	Cases in Business Ethics (1)	_____
MGT 5570	Strategic Management: A Leader's Perspective (3)	_____
MGT 5920	Seminar in Leadership: Analysis & Growth (2)	_____
MGT 6370	Multicultural Communications & Negotiations (2)	_____
MGT 6400	Power, Politics & Networking (2)	_____
<b>CAPSTONE COURSE (2 s.h.)</b>		
BR 6840*	Project Research Study (2)	_____
<b>Total semester hours (excluding prerequisites)</b>		<b>30 s.h.</b>
<b>Seminars:</b> Five categories of seminars have been defined, and each will carry a unique number. These may be taken for program electives.		
6710	Brunch with an Expert Seminar (1)	_____
6720	Literature Review Seminar (3)	_____
6730	Research Seminar (3)	_____
6740	General Topic Seminar (1-3)	_____
6750	Leadership Seminar (1)	_____

\*Refer to pages 35-37

# LEADERSHIP STUDIES CURRICULUM

## Core Requirements

All 19 s.h. of the core are required for all MSBA students. ACC 5250 may be waived for those students with an undergraduate major or minor in accounting. MIS 5580 may be waived for those students with an undergraduate major or minor in computer information systems. These waivers must be approved by the instructor of MGT 5220. Students who have these courses will take additional semester hours in the specialty.

MIS 5580, Information Systems for Managers, will be taken as either a two or three semester hour course. If the student is assessed as computer literate in MGT 5220 (completed a comprehensive computer course within the past five years or passes the exam), MIS 5580 will be taken for two semester hours. If the student is not computer literate, he/she is required to take MIS 5580 for three semester hours. One semester hour of MIS 5580 is considered to be prerequisite, thus it does not count within the 30-hour requirement.

## Specialty Elective Courses

Nine (9) semester hours in specialty courses are required. As a part of the electives, a series of one and two semester hour seminars is offered. Elective seminars that grant one semester hour of credit are limited to two within the degree program.

Some of the specialty courses have prerequisites. It is the student's responsibility to plan ahead and complete the prerequisite prior to taking the desired course.

## MSBA RESEARCH COMPETENCY

The research competency is acquired through course work and the completion of the capstone sequence. The sequence consists of two semesters. In the fall the student takes BR 6430 Managerial Research Design for 3 credits (prerequisite: BR 5170 or successful completion of the waiver exam). In the winter, the student will take BR 6840 for 2 semester hours.

The student's research project will be a practical study conducted by the student typically in the student's workplace. The topic will be determined collaboratively by the student, his/her management and the BR 6430 instructor. The instructor of BR 6840 will be the student's Research Advisor.

As a research project, rather than a thesis, the study will not be subject to the formality of the University Microfilms International microfilm publication or binding. The study will be formally presented to the BR 6840 class, management representatives and invited guests.

The purposes of the research project are:

- To provide an opportunity for students to display their research, library and project management skills, as well as their self discipline.
- To provide a mechanism for the student to provide potentially useful information to his or her organization.
- To assist the student in interactions with higher management at his or her organization.
- To increase academic/corporate collaboration.

### **Research Preparation of MSBA**

Students should take note of potential research projects in their course work. Library research should begin prior to their BR 6430 class in their penultimate semester. While background reading may begin anytime, the research project may not be started until the student is in BR 6430 and has consulted with the professor.

The context for the research project will normally be the student's place of employment. The research design will help solve a problem at the student's workplace or investigate a potential opportunity. The coursework for the project will extend over Fall and Winter semesters.

1. Fall Semester – BR 6430 Managerial Research Design (3 s.h.)
2. Winter Semester – BR 6840 Project Research Study (2 s.h.)

The project is graded on a Satisfactory/Unsatisfactory basis.

### **The Project**

The research project will be rigorous and designed in accordance with generally accepted scientific principles. The study may be qualitative, quantitative or, in rare circumstances, include elements of both.

In BR 6430, the proposal for the study is written. The three chapters consist of:

1. The *justification* of the question (Introduction and Statement of Problem)
2. The *explication* of the relevant theoretical concepts; (Literature Review) and
3. The *operationalization* of those concepts into variables. (Methodology).

The BR 6430 professor must approve these first three chapters. If the student has elected another professor to serve as advisor, that professor will also work with the student during the Fall semester.

During the winter semester, the student enrolls in BR 6840 and will work with his or her advisor to complete the project. During this semester, the student carries out the research design: makes observations, codes and analyzes data, determines the findings and writes chapters four and five (Results and Conclusions).

All project papers must be completed, approved by the student's advisor and submitted to the School of Business no later than the last day of the winter semester.

A copy of each research project will be filed in the School of Business office in a special binder that the student purchases there. Proprietary information may be eliminated from this copy.

Students who elect a formal thesis will follow the guidelines for preparation and presentation in the Madonna Research Guide.

For students admitted before September, 2002, see page 94

## MASTER OF SCIENCE IN BUSINESS ADMINISTRATION

### LEADERSHIP STUDIES IN CRIMINAL JUSTICE

The MSBA with a specialty in Leadership Studies in Criminal Justice offers a planned program of educational experiences for the graduate interested in advancing in a key leadership role in criminal justice. The program emphasizes professional and managerial leadership and the development of human resources within the framework of social and environmental constraints which ultimately affect human behavior and performance in the work setting. The content of the program is designed to provide the student with the following competencies:

- Demonstrate specialized knowledge, skills, and attitudes necessary for professional and effective performance as a leader in a managerial role in criminal justice.
- Interpret the role of human behavior in the criminal justice organizational environment.
- Integrate professional ethics and social responsibility.
- Apply problem solving for effective decision making.
- Recognize societal and environmental issues and analyze their collective impact on human behavior, especially on the manager.
- Apply theory and skills needed to perform useful research within a professional environment.
- Demonstrate a greater sense of personal discipline to pursue lifelong learning for professional growth.

# MASTER OF SCIENCE IN BUSINESS ADMINISTRATION LEADERSHIP STUDIES IN CRIMINAL JUSTICE

**PREREQUISITES**  
**12 s.h.**

ACC 5150 3 s.h. Financial Accounting	BR 5170 3 s.h. Quantitative Methods for Leadership Roles	MKT 5160 3 s.h. Essentials of Marketing	CJ 5010 3 s.h. Criminal Justice Org. & Administration
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**CORE COURSES**  
**19-20 s.h.**

ACC 5250 3 s.h. Managerial Accounting for Decision Making	BR 6430* 3 s.h. Managerial Research Design	MIS 5580 2-3 s.h. Information Systems for Managers	ECN 6300 2 s.h. Managerial Perspectives on Economics
MGT 5220 1 s.h. Issues in Leadership Studies (first class)	MGT 5300 3 s.h. Leadership Behavior in Organizations	MGT 5550 2 s.h. Ethical Considerations in Leadership	MKT 6210 3 s.h. Leadership in Marketing Management

**CRIMINAL JUSTICE  
LEADERSHIP SPECIALTY**  
**9 s.h.**

CJ 5100 Legal & Ethical Issues in CJ Administration (2) CJ 5200 Labor Law Issues in CJ Management (2) CJ 5300 Advanced CJ Administration (3) CJ 5400 Criminal Justice Operations & Programs in the 21 <sup>st</sup> Century (2)
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**CAPSTONE COURSE**  
**2 s.h.**

BR 6840* 2 s.h. Project Research Study
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\*Refer to pages 35-37

For students admitted after September, 2002

**MASTER OF SCIENCE IN BUSINESS ADMINISTRATION  
LEADERSHIP STUDIES IN CRIMINAL JUSTICE  
PLAN OF STUDY**

		<u>Completed</u>
<b>PREREQUISITES (12 s.h.)</b>		
ACC 5150	Financial Accounting (3)	_____
BR 5170	Quantitative Methods for Leadership Roles (3) (Waived By Examination Only)	_____
MKT 5160	Essentials of Marketing (3)	_____
CJ 5010	Criminal Justice Organization & Administration (3)	_____
<b>CORE COURSES (19-20 s.h.)</b>		
ACC 5250	Managerial Accounting for Decision-Making (3) (Prerequisite: MIS 5580 & ACC 5150 or 2 semesters of accounting)	_____
BR 6430*	Managerial Research Design (3)	_____
MIS 5580	Information Systems for Managers (2-3) (Prerequisite: Computer literacy as assessed in MGT 5220)	_____
ECN 6300	Managerial Perspectives on Economics (2)	_____
MGT 5220	Issues in Leadership Studies (1)	_____
MGT 5300	Leadership Behavior in Organizations (3)	_____
MGT 5550	Ethical Considerations in Leadership (2)	_____
MKT 6210	Leadership in Marketing Management (3)	_____
<b>CRIMINAL JUSTICE LEADERSHIP SPECIALTY (9 s.h.)</b>		
CJ 5100	Legal & Ethical Issues in Criminal Justice Administration (2)	_____
CJ 5200	Labor Law Issues in Criminal Justice Management (2)	_____
CJ 5300	Advanced Criminal Justice Administration (3)	_____
CJ 5400	Criminal Justice Operations & Programs in the 21 <sup>st</sup> Century (2)	_____
<b>CAPSTONE COURSE (2 s.h.)</b>		
BR 6840*	Project Research Study (2)	_____
<b>Total semester hours (excluding prerequisites)</b>		<b>30 s.h.</b>

\*Refer to pages 35-37

For students admitted before September 2005, see page 94

# MASTER OF SCIENCE IN BUSINESS ADMINISTRATION

## QUALITY

The MSBA with a specialty in Quality prepares current and future leaders for the changing organizational environment through a systematic approach to quality. The program will assist people in manufacturing, government or service environments (including non-profit organizations). Its focus is on producing quality services or products and creating the infrastructure to manage projects that are on time, on budget, and meet customer requirements.

The objectives of the program are to enable the student to:

- Describe the constructs which support quality in both manufacturing and non-manufacturing settings (whether in the U.S. or globally);
- Synthesize the dimensions of quality into an integrated plan for introducing, monitoring, evaluating, and improving quality in the organization;
- Utilize quantitative and computerized methods in the quality process;
- Demonstrate leadership and management skills;
- Use effective and efficient strategic management processes;
- Analyze, apply, and evaluate quality management methods in manufacturing, government, education, and other non-manufacturing sectors;
- Put the Malcolm Baldrige process into action.

# MASTER OF SCIENCE IN BUSINESS ADMINISTRATION QUALITY

## PREREQUISITES 8-9 s.h.

ACC 5150  
3 s.h.  
Financial  
Accounting

BR 5170  
3 s.h.  
Quantitative  
Methods for  
Leadership  
Roles

MIS 5580  
2-3 s.h.  
Information  
Systems for  
Managers

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## CORE COURSES 17 s.h.

ACC 5250  
3 s.h.  
Managerial  
Accounting for  
Decision Making

MGT 5220  
1 s.h.  
Issues in  
Leadership  
Studies

MGT 5300  
3 s.h.  
Leadership  
Behavior in  
Organizations

MGT 5550  
2 s.h.  
Ethical  
Considerations  
In Leadership

MGT 5570  
3 s.h.  
Strategic  
Management:  
A Leader's  
Perspective

MGT 6150  
3 s.h.  
Quality  
Management

QOM 5740  
2 s.h.  
Forecasting &  
Planning

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## QUALITY SPECIALTY 12 s.h.

MGT 6220  
3 s.h.  
Operations  
Management

MGT 6250  
2 s.h.  
Procurement &  
Contract  
Management

QOM 6230  
3 s.h.  
Quality &  
Process  
Improvement  
Tools

QOM 6700  
4 s.h.  
Current Issues  
in  
Quality

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## CAPSTONE COURSE 1 s.h.

QOM 6840  
1 s.h.  
Project in  
Quality

For students admitted after May, 2005

## MASTER OF SCIENCE IN BUSINESS ADMINISTRATION QUALITY PLAN OF STUDY

Completed

### PREREQUISITES (8-9 s.h.)

ACC 5150	Financial Accounting (3)	_____
BR 5170	Quantitative Methods for Leadership Roles (3) (Waived By Examination Only)	_____
MIS 5580	Information Systems for Managers (2-3 s.h.)	_____

### CORE COURSES (17 s.h.)

ACC 5250	Managerial Accounting for Decision-Making (3) (Prerequisite: MIS 5580 & ACC 5150 or 2 semesters of accounting)	_____
MGT 5220	Issues in Leadership Studies (1)	_____
MGT 5300	Leadership Behavior in Organizations (3)	_____
MGT 5550	Ethical Considerations in Leadership (2)	_____
MGT 5570	Strategic Management: A Leader's Perspective (3)	_____
MGT 6150	Quality Management (3) (Prerequisite: BR 5170)	_____
QOM 5740	Forecasting & Planning (2) (Prerequisite: MIS 5580 & BR 5170)	_____

### QUALITY SPECIALTY (12 s.h.)

MGT 6220	Operations Management (3 s.h.)	_____
MGT 6250	Procurement & Contract Management (2 s.h.)	_____
QOM 6230	Quality & Process Improvement Tools (3) (Prerequisite: BR 5170)	_____
QOM 6700	Current Issues in Quality (4 s.h.)	_____

### CAPSTONE COURSE (1 s.h.)

QOM 6840	Project in Quality (1 s.h.)	_____
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**Total semester hours (excluding prerequisites)**

**30 s.h.**

# MASTER OF SCIENCE IN NURSING/ MASTER OF BUSINESS ADMINISTRATION

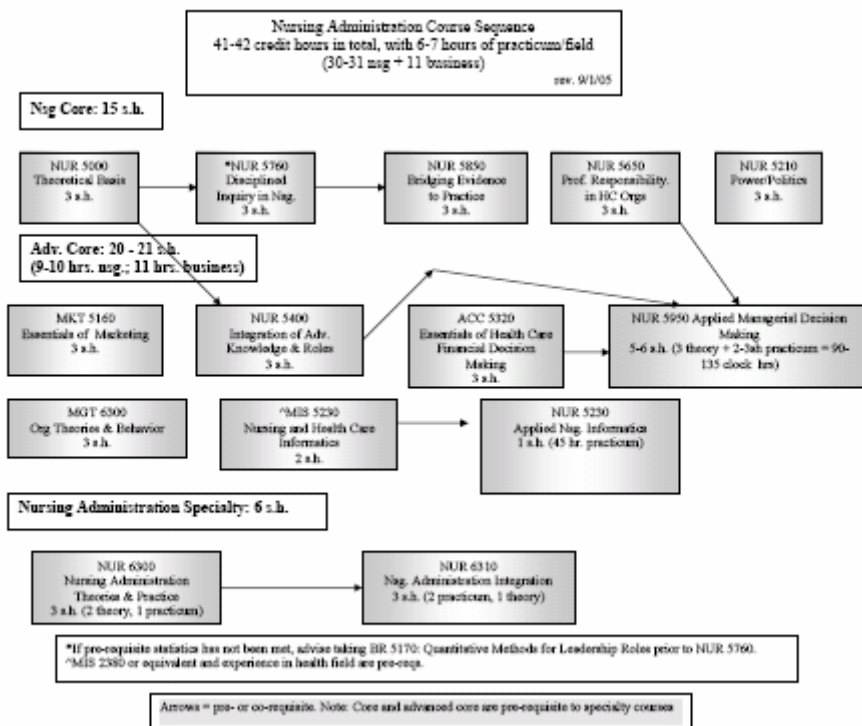
## MSN/MBA DUAL DEGREE PROGRAM

The Master of Science in Nursing/Master of Business Administration Dual Degree specialty is developed within the structure of the Department of Nursing and the School of Business. The MSN/MBA course of study is designed for the baccalaureate prepared nurse whose career goals are in upper management in health care facilities, business, or other complex service organizations.

### ***ADMISSION***

Applicants for admission to the MSN/MBA Dual Degree specialty are evaluated on the basis of the following criteria:

- Possession of a Bachelor of Science in Nursing (BSN) degree from an accredited program with an overall undergraduate grade point average of 3.0 on a 4.0 scale.
- Satisfactory score on the GRE (Graduate Record Examination) for applicants with less than a 3.25 undergraduate grade point average.
- Two letters of recommendation from current professional associates (one of whom must be a nurse) who can assess your potential for an administrative role and/or your potential for graduate study.
- Current resume.
- Employment history: Significant work experience provides a basis for achievement of graduate course objectives. It is recommended that students have professional work experience prior to and concurrent with enrollment in the program.
- Copy of current Michigan RN license.
- Admission interview with the Chair of Nursing Graduate Program and a faculty member or Advisor Coordinator of the School of Business.
- Statement of goals for graduate education in specialty.
- Criminal background clearance prior to clinical practicum courses.



## COURSE REQUIREMENTS

### Nursing Core Courses (15 s.h.)

NUR 5000	Theoretical Basis for Nursing Practice (3)
NUR 5210	Influencing Power and Politics in Health Care (3)
NUR 5650	Professional Responsibilities in Health Care Organizations (3)
NUR 5760	Disciplined Inquiry for Nursing Practice (3)
NUR 5850	Bridging Evidence and Practice (3)

### Advanced Administrative Core Courses (14-15 s.h.)

ACC 5320	Essentials of Healthcare Financial Decision-Making (3)
MKT 5160	Essentials of Marketing (3)
NUR 5950	Applied Managerial Decision-Making (Practicum) (5-6)
NUR 5400	Integration of Advanced Nursing Knowledge & Roles in Practice (3)

### Business Administration Specialty Courses (24 s.h.)

MGT 5550	Ethical Considerations in Leadership (2)
MGT 6150	Total Quality Management (3)
MGT 6300	Organizational Theories and Behavior (3)
ACC 6320	Management Control Systems in Healthcare (4)
MKT 5790	Marketing Strategy (3)
MIS 5230*	Nursing & Healthcare Informatics (2)
MGT 6950	Strategic Management of Business Policy (3)
INB 6080	Perspectives in International Business (2)
BL 6040	Legal Issues in Business (2)

### Nursing Administration Specialty Courses (7 s.h.)

NUR 6300	Nursing Administration Theories and Practice (Practicum) (3)
NUR 6310	Nursing Administration Integration (Practicum) (3)
NUR 5230	Applied Nursing Informatics (1)

## THESIS ADVISEMENT

To allow the candidate to integrate business and nursing into one research project, two thesis advisors will be necessary. The four semester hours of credit for this project is to reflect the additional student effort anticipated for this integration.

## GRADUATION

Students in this program will not graduate until requirements for the total program are achieved. If a student wishes to discontinue the program and obtain either the MSN or the MBA in business, she/he will be required to request a change of major from the chosen school/college. Graduates of the MSN or MBA program will not be admitted into the dual-degree program. Graduates seeking a second Master's degree from Madonna University can use the current degree policy. This option requires only 24 additional hours of work including a research project. Currently enrolled students, however, may transfer into this program with approval of both departments.

\*Prerequisite: For MIS 5230, Nursing and Health Care Informatics: CIS 2380, Introduction to Computers, and experience in a health field.

**FOUR YEAR ROTATION OF CLASSES**  
**Campus Location: B=Online, H=Hybrid, L=Livonia, O=Orchard Lake**

Course #	Title	2008-2009			2009-2010			2010-2011			2011-2012		
		I	II	III	I	II	III	I	II	III	I	II	III
ACC 5150	Financial Accounting (3)	L	B		L	B		L	B		L	B	
ACC 5250	Managerial Accounting for Decision-Making (3)	L	B/O <sup>3</sup>		L	B	L	L/O <sup>2</sup>	B	L	B	L	B
ACC 5320	Essentials of Health Care Financial Decision-Making (3)			L			L			L			L
ACC 5530	Financial Statement Analysis (3)	L			B			L			B		
ACC 5550	Accounting Information Systems Design (3)			L			B			L			B
ACC 5700	International Accounting (2)			B			L			B			L
ACC 6300	Advanced Management Accounting (3)		L			B			L			B	
ACC 6320	Management Control Systems in Health Care (4)	L			L			L			L		
ACC 6500	Contemporary Issues in Cost Management (3)	B			L			B			L		
BL 6040	Legal Issues in Business (2)	L	B	O <sup>4</sup>	B	L	B	L	B/O <sup>3</sup>	L	B	L	B
BL 6100	Contract Administration (1)		L	B		L	B		L	B		L	B
BL 6210	e-Commerce Cyber Law & Ethics (3)			B			L			B			L
BL 6260	International Legal Environment (3)	L	O <sup>3</sup>	B		L	B	O <sup>2</sup>	L		B		L
BR 5170	Quantitative Methods for Leadership Roles (3)	B	L		B	L		B	L		B	L	
BR 6430	Managerial Research Design (MSBA) (3)	L			B			L			B		
BR 6450	Addressing Business Problems with Research (MBA) (3)	O <sup>1</sup>	B	L	L		B/O <sup>4</sup>	L		B	L	O <sup>3</sup>	B
BR 6490	Qualitative Research Methods (3)	B			L			B			L		
BR 6830	Marketing Research Applications (3)		B			L			B			L	
BR 6840	Project Research Study (2)		L			L			L			L	
CJ 5010	Criminal Justice Organization and Administration (3)	L		L	L		L	L		L	L		L
CJ 5100	Legal & Ethical Issues in Criminal Justice Administration (2)	L			L			L			L		

<sup>1</sup>Ten week offering, September-November

<sup>2</sup>Ten week offering, November-February

<sup>3</sup>Ten week offering, February-April

<sup>4</sup>Ten week offering, May-July

Course #	Title	2008-2009			2009-2010			2010-2011			2011-2012		
		I	II	III	I	II	III	I	II	III	I	II	III
CJ 5200	Labor Law Issues in Criminal Justice Management (2)	L			L			L			L		
CJ 5300	Advanced Criminal Justice Administration (3)			L			L			L			L
CJ 5400	Criminal Justice Operations & Programs in the 21st Century (2)		L			L			L			L	
CSC 5350	Advanced Web Programming (3)		B			L			B			L	
ECM 5220	Seminar in e-Commerce (2)	L	B		L	B		L	B		L	B	
ECM 5300	e-Commerce Applications and Operations (3)		L			B			L			B	
ECM 6100	e-Commerce Website Design (3)	B			L			B			L		
ECM 6440	e-Commerce Information Security (3)	L			B			L			B		
ECM 6900	Masters Project in e-Commerce (4)	L			L			L			L		
ECN 5180	Economic Environment & Business Activity (3)	L			B			L			B		
ECN 6100	Managerial Economics (2)		L		B/O <sup>2</sup>	L		B	L		B/O <sup>1</sup>	L	
ECN 6240	Labor Economics (3)		L			B			L			B	
ECN 6300	Managerial Perspectives on Economics (2)			B			L			B			L
FIN 5650	Business Finance (3)	L		L	B/O <sup>1</sup>		L	B		B/O <sup>4</sup>	L		L
FIN 6250	International Finance (2)			B			L			B			L
INB 5350	International Trade & Finance (3)		L			B			L			B	
INB 5450	International Management (3)	B		O <sup>4</sup>	L			B	O <sup>3</sup>		L		
INB 6080	Perspectives in International Business (2)	L		B	O <sup>1</sup>	L		B		L/O <sup>4</sup>		B	
INB 6150	International Marketing (3)			L		O <sup>3</sup>	B			L	O <sup>2</sup>		B
INB 6350	International Business Experience (2)	L	L	L	L	L	L	L	L	L	L	L	L
INB 6730	International Business Research Seminar I (2)	L			B			L			B		
INB 6750	International Business Research Seminar II (2)	L			B			L			B		
MGT 5220	Issues in Leadership Studies (1)	B	L		B	L		B	L		B	L	
MGT 5300	Leadership Behavior in Organizations (3)		L			B			L			B	
MGT 5400	Organizational Effectiveness & Change Management (3)	L			B			L			B		

<sup>1</sup>Ten week offering, September-November

<sup>2</sup>Ten week offering, November-February

<sup>3</sup>Ten week offering, February-April

<sup>4</sup>Ten week offering, May-July

Course #	Title	2008-2009			2009-2010			2010-2011			2011-2012		
		I	II	III	I	II	III	I	II	III	I	II	III
MGT 5470	Ideas in Leadership Development & Literature (2)	L		B			L			B		L	
MGT 5500	Human Resources Management & Development (3)		L			B			L			B	
MGT 5550	Ethical Considerations in Leadership (2)	B/O <sup>2</sup>	L		B	L		B/O <sup>1</sup>	L		B	L	O <sup>4</sup>
MGT 5560	Cases in Business Ethics (1)	B	L		B	L		B	L		B	L	
MGT 5570	Strategic Mgt: A Leader's Perspective (3)	L			B			L			B		
MGT 5780	Project Management Practices (3)		B			L			B			L	
MGT 5920	Seminar in Leadership: Analysis & Growth (2)			B			L			B			L
MGT 6110	Entrepreneurial Leadership in Non-Profits (3)	L			B			L			B		
MGT 6120	Developing & Deploying Volunteers (2)				B			L			B		
MGT 6130	Developing Partnerships w/Boards, Suppliers & Clients (2)				B			L			B		
MGT 6140	Obtaining Funding, Program Management & Evaluation (2)		B			L				B			L
MGT 6150	Quality Management (3)	B			L	B/O <sup>3</sup>		L			B/O <sup>2</sup>		
MGT 6160	Project Management: Scheduling & Cost Control (2)			B			L			B			L
MGT 6170	Project Management: Risk Analysis (2)			L			B			L			B
MGT 6220	Operations Management (3)	L			B			L			B		
MGT 6240	Competitive Strategic Analysis & Planning (2)			L			B			L			B
MGT 6250	Procurement & Contract Management (2)		B			L			B			L	
MGT 6300	Organizational Theory & Behavior (3)	B/O <sup>1</sup>			L	B	O <sup>4</sup>		L	B		O <sup>3</sup>	L
MGT 6370	Multicultural Communications & Negotiations (2)	L			B			L			B		
MGT 6400	Power, Politics & Networking (2)		L			B			L			B	
MGT 6500	Contemporary Workforce Issues (3)			L				B				L	
MGT 6950	Strategic Management of Business Policy (3)	L/O <sup>2</sup>	B		L	B		L/O <sup>1</sup>	B		L	B	O <sup>4</sup>
MGT 6960	Enterprise Project Management (3)	B			L			B			L		
MIS 5150	Project Management Technology (1)	H			H			H			H		
MIS 5230	Nursing & Health Care Informatics (2)		H			H			H			H	

<sup>1</sup>Ten week offering, September-November

<sup>2</sup>Ten week offering, November-February

<sup>3</sup>Ten week offering, February-April

<sup>4</sup>Ten week offering, May-July

Course #	Title	2008-2009			2009-2010			2010-2011			2011-2012		
		I	II	III	I	II	III	I	II	III	I	II	III
MIS 5580	Information Systems for Managers (2-3)	B/O <sup>2</sup>	L		B	L		B/O <sup>1</sup>	L		B	L	O <sup>4</sup>
MIS 5640	e-Business & e-Commerce in the Enterprise (3)	L	B		L	B		L	B		L	B	
MIS 6250	Advanced Database Concepts (3)			B			L			B			L
MIS 6400	Data Communications and Networking (2)	B			L			B			L		
MIS 6840	Redesigning the Enterprise for e-Business (2)		L			B			L			B	
MIS 6890	Managing Enterprise Information Systems (3)		L			B			L			B	
MKT 5160	Essentials of Marketing (3)	B		L	B		L	B		L	B		L
MKT 5790	Marketing Strategy (3)		L		O <sup>2</sup>	B			L		O <sup>1</sup>	B	
MKT 6210	Leadership in Marketing Management (3)	B			L			B			L		
MKT 6310	e-Marketing (3)			B			B			B			B
QOM 5740	Forecasting & Planning (2)	L			B			L			B		
QOM 6210	Quality Management: Building the Infrastructure (3)		L			B			L			B	
QOM 6230	Quality & Process Improvement Tools (3)		L			B			L			B	
QOM 6250	Baldrige Award & Organizational Self-Assessment (3)		L			B			L			B	
QOM 6700	Current Issues in Quality (4)	L			L			L			L		
QOM 6840	Project in Quality (1)		L			B			L			B	

<sup>1</sup>Ten week offering, September-November

<sup>2</sup>Ten week offering, November-February

<sup>3</sup>Ten week offering, February-April

<sup>4</sup>Ten week offering, May-July

## MBA ONLINE ROTATION OF CLASSES

Class	2007-08			2008-09			2009-10		
	F	W	S	F	W	S	F	W	S
ACC 5150 (3)		X			X			X	
ACC 5250 (3)	X		X		X			X	
ACC 5700 (2)						X			
BL 6040 (2)			X		X		X		X
BL 6260 (3)		X				X			X
BR 5170 (3)	X			X			X		
BR 6450 (3)					X				X
BR 6830 (3)					X				
BR 6490 (3)				X					
ECN 5180 (3)	X						X		
ECN 6100 (2)		X					X		
FIN 5650 (3)			X				X		
FIN 6250 (2)						X			
INB 5350 (3)		X			X			X	
INB 5450 (3)				X					
INB 6080 (2)						X			
INB 6150 (3)			X						X
MGT 5550 (2)	X			X			X		
MGT 5570 (3)	X						X		
MGT 6150 (3)				X				X	
MGT 6300 (3)				X				X	
MGT 6950 (3)		X			X			X	
MKT 5160 (3)	X			X			X		
MKT 5790 (3)		X						X	
MKT 6210 (3)				X					
MKT 6310 (3)	X		X			X			X
MIS 5580 (2-3)	X			X			X		
MIS 5640 (3)		X			X			X	

**Four Concentrations Available:** International Business Financial Operations; International Business Management; Marketing Management; General Business Administration.

**COURSE DESCRIPTIONS  
AND OBJECTIVES**

### **ACC 5150 FINANCIAL ACCOUNTING (3 s.h.)**

Fundamental principles of external financial reporting emphasizing the accounting concepts, procedures and standards that guide the preparation, interpretation and reporting of financial accounting information.

The student will be able to:

1. Analyze and critique the underlying principles and techniques of classifying and measuring business transactions.
2. Analyze and interpret the objectives and characteristics of external financial reporting.
3. Review, in depth, current generally accepted accounting principles in the areas of asset valuation, liability recognition and measurement and income measurement and sub-classification.
4. Review, in depth, the impact that the organizational form has on external financial reporting and its interrelationship to other functional areas of business.
5. Apply the principles and techniques of present value in measuring business transactions and its interrelationship to reporting financial position and income measurement.
6. Explore the interrelationship between external financial reporting and internal managerial reporting including the concepts of responsibility accounting.
7. Apply, through case study, the interpretation and analysis of financial reports as they relate to the identification and solution of strategic operational problems.

### **ACC 5250 MANAGERIAL ACCOUNTING FOR DECISION-MAKING (3 s.h.)**

Prerequisites: MIS 5580 & ACC 5150 or two semesters of undergraduate accounting

The development and use of accounting information used to make improved managerial decisions in the areas of planning, controlling, and performance evaluation. Emphasis is placed on analyzing cost management systems and improving organizational performance in order to enhance the administrative and leadership functions.

The student will be able to:

1. Compare the goals of the financial and management accounting systems as they relate to short, intermediate, and long-term objectives of the organization.
2. Analyze cost accumulation techniques in a traditional and activity based accounting system.
3. Compare and contrast budgetary philosophies and methods including their impact on planning, controlling, motivating, and performance evaluation.
4. Prepare flexible budgets, analyze cost variances, and consider the implications of the variances on responsibility centers.
5. Solve organizational problems using the various managerial decision models, including preparation and class presentation of a case study which demonstrates the application of management accounting techniques.
6. Compare and contrast the unique cost management issues of various industries including health care, manufacturing and international organizations.
7. Explore the impact of one's own management philosophy in the area of human resource accounting and add to portfolio.

**ACC 5320    ESSENTIALS OF HEALTH CARE FINANCIAL DECISION MAKING**  
**(3 s.h.)**

Essential knowledge of economics, finance, and budgeting for health care professionals in a variety of settings will be addressed. An emphasis will be placed on the skills needed to obtain, justify, and manage fiscal resources to influence day-to-day performance and decision-making to assure long-term survival of health care organizations.

The student will be able to:

1. Understand the position of health care as an important segment of the U.S. economy and identify constraints and factors that assure long-term survival.
2. Analyze and critique the impact of payer sources and managed care on health care organizations.
3. Analyze and critique utilization and costs within the constraints mandated within the health care arena.
4. Discriminate among the various types of budgets and the essential managerial functions of budget monitoring, variance analysis, and budget control.
5. Review in depth the principles associated with budget preparation, discriminating between fixed and flexible approaches and revenue budgeting and budget balancing in order to forecast into the future.
6. Analyze through case studies the processes of cost allocation and cost funding.
7. Discriminate between break-even, cost-benefits, and cost-effectiveness analysis with an emphasis on evaluation of programs/clinical services.
8. Explore the relationship between external financial reporting and internal managerial reporting and their influence on writing business plans and preparing grant proposals for continuing existing programs/services or developing new programs/services.
9. Explore trends in health care economics, financial analysis, and budgeting from an international perspective.

**ACC 5530    FINANCIAL STATEMENT ANALYSIS (3 s.h.)**

Prerequisites: ACC 5250

This course focuses on the analysis of externally reported financial statements for any organization with financial resources. Topics include analysis of profitability, dividend policy, long and short-term debt payment ability and cash flows.

The student will be able to:

1. Calculate key financial ratios and perform vertical and horizontal analysis of financial statements.
2. Identify the factors associated with the ability of an organization to pay short and long-term debts as they come due, and determine debt-paying ability from evidence presented on statements.

3. Compare and contrast different measures of profitability using financial statements to measure and assess profitability of a business organization.
4. Identify the issues associated with dividend policy and evaluate the economic benefits and costs of alternative strategies for managing dividends and raising equity capital.
5. Analyze cash flow history using information provided on the statement of cash flows, and evaluate the success with which an organization has managed its cash flows, and its ability to manage future cash flows.
6. Interpret unique financial consideration associated with particular industries, such as banks, utilities, insurance and real estate companies.

**ACC 5550    ACCOUNTING INFORMATION SYSTEMS DESIGN (3 s.h.)**

Prerequisites: ACC 5250

This course focuses on the applicable skills in the design and implementation of an effective accounting information system. Emphasis will be placed on the role accountants play as designer, user, and evaluator of information systems. Topics include accounting information technologies, with special emphasis on ethics, fraud and business environment, enterprise resource planning systems, resource events agents approach, electronic commerce, and new internal control techniques such as CORBIT, as well as system design and documentation techniques.

The student will be able to:

1. Identify sources of data, key tasks, and accounting records, internal controls that comprise the business accounting information system cycles.
2. Determine the professional and legal responsibility of accountants, auditors and management in the design, operation, and control of accounting information system applications.
3. Apply improved internal control through a framework of Control Objectives for Information and Related Technology (CORBIT) and Information System Audit and Control Association (ISACA).
4. Effectively use the Enterprise Resource Planning System.
5. Discuss cutting edge topics relating to Resources Events and Agents Approach, and Electronic Commerce systems.
6. Utilize a variety of system design and documentation tools to document business processes.
7. Analyze the flow of information in an accounting information system.

**ACC 5700    INTERNATIONAL ACCOUNTING (2 s.h.)**

Prerequisites: ACC 5250 or permission of instructor

A study of accounting and taxation in an international environment. Topics include accounting and taxation issues of transactions denominated in a foreign currency, translation/remeasurement issues, accounting for forward exchange contracts, management planning, control and performance evaluation of international operations, and international taxation issues. A comparative descriptive analysis among U.S., a foreign nation-state and international accounting standards will be conducted.

The student will be able to:

1. Demonstrate knowledge of and assess the impact of the various methods of accounting for transactions denominated in a foreign currency and the related taxation issues.
2. Analysis of the various methods of translation/remeasurement of consolidated/combined financial statements of an international enterprise.
3. Demonstrate knowledge of the various alternative methods of accounting for forward exchange contracts.
4. Investigate existing methods of management planning, control and performance evaluation of international operations including transfer pricing issues.
5. Investigate the underlying taxation issues affecting international activities including review of a model income tax treaty.
6. Perform a comparative descriptive analysis among U.S., a foreign national-state, and international accounting and reporting standards.
7. Explain the exchange rate of the student's country of choice.

### **ACC 6300    *ADVANCED MANAGEMENT ACCOUNTING (3 s.h.)***

Prerequisites: ACC 5250

This course focuses on advanced managerial accounting topics such as cost-based management techniques including activity-based costing, target costing, and life cycle costing. Other topics include decentralization, incentive compensation systems, and financial and non-financial measures of performance, including balanced scorecard, ROI, and economic value added.

The student will be able to:

1. Analyze cost behavior, and assign and allocate costs to production centers, divisions and departments.
2. Develop activity-based costing models for a business, and apply these models to the strategic decision making process.
3. Evaluate target costing and life cycle costing approaches for a business, and compare these to more traditional techniques for cost evaluation and management.
4. Evaluate the Financial performance of decentralized units within an organization, including cost, revenue, profit, and investment centers.
5. Employ a balanced scorecard approach to evaluating financial and non-financial performance measures for an organization.
6. Evaluate ROI and economic value added as financial performance measures for an organization.
7. Analyze commonly used compensation systems, both financial and non-financial in approach.

### **ACC 6320    *MANAGEMENT CONTROL SYSTEMS IN HEALTH CARE (4 s.h.)***

Prerequisite: ACC 5320 or two undergraduate courses in accounting

This course focuses on issues pertinent to health care including advanced financial and economic topics such as financial and non-financial measurement of performance; incentive compensation systems, Kaplan's Balanced Scorecard, capital structures in various health care settings, and financial risk assessment. This course also includes the role that individual components of the economy play as they work together in competitive markets. Economic models such as EVA and return on investment (ROI) are studied and analyzed. Although not a case study course, several health care cases will be used to illustrate and apply health care concepts.

The student will be able to:

1. Analyze the role of using economic and managerial accounting data that is needed to support health care manager's decision-making responsibilities.
2. Develop capacity and cost models for health care organizations.
3. Assign costs to responsibility centers in health care settings.
4. Prepare a Kaplan Balanced Scorecard including ROI and EVA analysis.
5. Perform economic decision modeling using both macro and microeconomic data.
6. Apply management control system strategies to health care cases.

#### **ACC 6500 CONTEMPORARY ISSUES IN COST MANAGEMENT (3 s.h.)**

Prerequisites: ACC 5250 and ACC 6300

This course will explore current issues in management accounting practice and theory. Topics will include activity-based management techniques, performance motivation and evaluation issues, and cost of quality.

The student will be able to:

1. Evaluate the feasibility of different activity-based management strategies, focusing on both cost-benefit and motivational issues.
2. Critically examine approaches and strategies of motivating employees and teams to achieve performance objectives, both financial and non-financial.
3. Analyze issues associated with cost of quality, both from an accounting and operational standpoint.
4. Analyze current issues in management accounting as they arise in the literature and in practice.

#### **BL 6040 LEGAL ISSUES IN BUSINESS (2 s.h.)**

An examination of the nature of the legal environment and issues that confront business managers. Emphasis is given to the operation of our legal system, including international aspects, and its underlying issues as it relates to the decision functions of management. Topics include the adjudicatory process, antitrust, contract law, entity selection issues and other contemporary issues.

The student will be able to:

1. Examine the American legal system including international legal aspects coupled with the adjudicator process and alternative dispute resolution techniques.

2. Compare and contrast the common law of contracts, U.C.C., Article 2: Sales and the United Nations Convention on Contracts for the International Sale of Goods.
3. Analyze the factors and issues related to entity selection including C-Corporations, S-Corporations, Limited Liability Companies, Partnerships, Limited Partnerships and Limited Liability Partnerships.
4. Review the statutory law governing antitrust litigation.
5. Critically analyze an area of business law of the student's choice for class presentation.

**BL 6100      *CONTRACT ADMINISTRATION (1 s.h.)***

Introduction to the legal environment in which contracts are negotiated and administered. The course is designed to introduce the student to legal environment that governs the methods and processes in the negotiation and administration of operational contracts. Topics include the negotiation process, operational and financial concerns, and the remedies available for breach of contract.

The student will be able to:

1. Compare the techniques and strategies used to negotiate major contracts.
2. Examine fundamental contract clauses and issues, and acquire a basic knowledge of contract law.
3. Analyze the legal conditions under which operational contracts and trade agreements operate.
4. Identify and distinguish between the various remedies for breach of contract, including remedies under the contract such as performance bonds and liquidated damages, and equitable remedies outside the contract in quasi-contract such as quantum meruit.

**BL 6210      *E-COMMERCE CYBER LAW & ETHICS (3 s.h.)***

Prerequisite: ECM 5300

A detailed review and investigation of the new legal challenges that changes in technology have created for business managers in the e-Commerce and e-Business arena. A study of the critical elements essential to success in dealing with contracting for software development, business organization of cyber companies, e-Commerce contract law, cyber torts, and ethical considerations.

The student will be able to:

1. Apply the general goals and objectives of cyberlaw in a global marketplace, in western civilization, and in the United States.
2. Recognize cyberlaw as a working system within its common law setting and, specifically, as litigation.
3. Relate aspects of cyberlaw, including jurisdictional law, intellectual property, contract law and tort law, to e-Commerce.
4. Discuss legal issues that are unique to e-Commerce.
5. Recognize legal consequences of creating an e-Commerce web site.
6. Apply risk management principles to reduce the liability exposure of an e-business.

7. Discuss the areas of law on Internet reform as part of the public debate.
8. Discuss some of the ethical issues relevant to an online business.
9. Recognize the limits of knowledge related to legal issues in e-Commerce.

**BL 6260      INTERNATIONAL LEGAL ENVIRONMENT (3 s.h.)**

Introduction to the legal environment in which a multinational enterprise must operate. The course will explore private versus public international customary practices, treaties including NAFTA, GATT (WTO), APEC, and Maastricht, the international dimensions of litigation, CISG issues, documentary letters of credit and various trade actions and regulations. The regulation of import-export activities including competition issues and unfair trade issues will be analyzed from the perspective of strategic planning concepts with regard to international activities and linkages.

The student will be able to:

1. Analyze the legal environment in which international firms operate.
2. Review the effect customs, culture, and traditions of the student's selected country of choice have on the legal structure of the nation state.
3. Analyze the legal conditions under which regional trading agreements operate.
4. Investigate the conditions in which arbitration, negotiations, and contract enforcement occur.
5. Understand the criteria for successful exporting and importing.
6. Be familiar with the variety of services available through export service providers and how to work effectively with such providers.
7. Analyze a company for readiness to export.
8. Design a strategic and tactical plan for moving a company into the international marketplace.

**BR 5170      QUANTITATIVE METHODS FOR LEADERSHIP ROLES (3 s.h.)**

Introduction to the pragmatic uses of statistical methods in business. Emphasis on statistical analysis, statistical software, interpretation of data from printouts, and quantitative/qualitative approaches to business research.

The student will be able to:

1. Learn the basic components of the research process and the role of statistical analysis.
2. Recognize quantitative/qualitative methodologies in business research situations.
3. Understand the limits of statistical analysis in real-world business situations.
4. Understand the mathematical theory (to a basic degree) of major statistical methods.
5. Learn the practical applications, via computer usage, and executive programs to generate popular statistical processes.
6. Be able to communicate, in both oral and written terms, an understanding of all the above competencies.

**BR 6430      MANAGERIAL RESEARCH DESIGN (3 s.h.)**  
**(MSBA – must be taken the semester before BR 6840)**

Prerequisites: BR 5170, waived by examination only

Study of the quantitative and qualitative research processes as used in academia and business environments. Course content includes: research topic development, hypotheses, instrumentation development, sampling, literature review techniques, statistical analysis, computerization of data input and analysis, focus group methodology, graphics construction and report writing. Integral to the course is a research topic of the student's choosing; in many cases this topic will be expanded in the following term to become the capstone MSBA project.

**IMPORTANT NOTE TO STUDENTS:** A statistics competency examination will be given at the first class meeting (or previously in course MGT 5220); a passing score will be required of all students in order to remain enrolled in the BR 6430 class.

The student will be able to:

1. Study the foundations of research, the relationship of management and research, and scientific thinking.
2. Be knowledgeable in research design; measurement, sampling design, data collection, library research, instrument design, scaling, and statistical analysis.
3. Complete an approved research proposal in collaboration with the course instructor, the student's research advisor, and (if project) the management of the student's organization.

**BR 6450      ADDRESSING BUSINESS PROBLEMS WITH RESEARCH (3 s.h.)**  
**(MBA – must be taken semester before MGT 6950)**

Prerequisites: BR 5170, waived by examination only

Introduction to research processes and applications in business, both qualitative and quantitative methods. Students will gain experience designing and conducting research and interpreting research findings.

**IMPORTANT NOTE TO STUDENTS:** A statistics competency examination will be given at the first class meeting; a passing score will be required of all students in order to remain enrolled in the BR 6450 class.

The student will be able to:

1. Conceptualize business problems within theoretical contexts.
2. Select a methodology and design research to examine problems and export opportunities in business.
3. Employ case study methodologies for business problem resolution.
4. Present research design, process, and findings to determining whether particular methodologies were useful for management decision-making.

**BR 6490      QUALITATIVE RESEARCH METHODS (3 s.h.)**

An introduction to qualitative methodology in research on managerial leadership. Includes historical, biographical, longitudinal, case study, explicative and critical, and field research methods, as distinct from but complementary to, and sometimes including, quantitative research.

The student will be able to:

1. Apply qualitative research methods to the analysis and solution of business problems.
2. Critique qualitative research proposals offered to meet the needs of employer or client as to appropriateness of a particular methodology and of the design of the study if deeming the methodology presented to be appropriate.
3. Develop a written and/or oral proposal for a qualitative study appropriate to a particular business problem being faced by employer or client.
4. Design and carry out qualitative research (as described in 3 above).
5. Apply the federal criteria for protection of human subjects to the design and conduct of qualitative research.

**BR 6830      MARKETING RESEARCH APPLICATIONS (3 s.h.)**

Prerequisites: BR 5170, waived by examination only

The practice of marketing research at the graduate level, including the conceptualization and identification of audiences/segments. Message and delivery method development and testing.

The student will be able to:

1. Apply the research process and marketing tools to a specific real world product/service/message.
2. Identify important concepts through secondary and qualitative methodologies.
3. Develop quantitative measures for audience/segment analysis.
4. Apply appropriate sampling techniques for data collection.
5. Learn advanced statistical approaches to quantitative data analysis, including Factor Analysis, Discrim and MDS.
6. Analyze and present his/her results with management recommendations.

**BR 6840\*      PROJECT RESEARCH STUDY (2 s.h.)**

Prerequisite: Completion of core courses; must be taken the semester following BR 6430.

Continuation and completion of research started as part of BR 6430. Completed research is presented at the conclusion of the course.

\*refer to pages 35-37

**CJ 5010      CRIMINAL JUSTICE ORGANIZATION AND ADMINISTRATION (3 s.h.)**

The organization and management of the various criminal justice agencies throughout the United States. It includes systems of management, substance abuse as a management problem, and systems analyses and their relationships.

**CJ 5100      LEGAL & ETHICAL ISSUES IN CRIMINAL JUSTICE ADMINISTRATION  
(2 s.h.)**

An examination of the nature of the legal environment and issues that confront managers and administrators in a criminal justice agency. The course will examine the underlying legal process and issues as related to the decision functions of managers and administrators. Topics include the adjudicatory process (civil, administrative, and criminal), contract law, and other contemporary issues. Emphasis is given to the operation of our legal system, including an examination of employment problems including discrimination; administrative agencies; civil liability, and vicarious liability issues. The course will also emphasize the ethical administration and application of authority to both internal and external entities.

The student will be able to:

1. Gain understanding of the American legal system including administrative legal aspects, the adjudicator process and alternative dispute resolution techniques.
2. Learn the basis for the statutory law governing employment litigation.
3. Compare and contrast employment litigation matters to gain insight into the employment issues that affect mixed union vs. non-union organizational entities.
4. Acquire knowledge of the administration and management of a criminal justice agency by the examination of the legal foundations that form the basis of agency authority, including contemporary legal and ethical issues.
5. Individually master and critically analyze an area of law of the student's choice for class presentation.

**CJ 5200      LABOR LAW ISSUES IN CRIMINAL JUSTICE MANAGEMENT (2 s.h.)**

This course will examine various labor law issues as they relate to law enforcement/criminal justice management. The course will focus on public sector labor relations, specifically the Public Employment Relations Act (PERA), with some historical references to general labor laws on a national level, i.e., National Labor Relations Act. The course will also include applicable arbitration decisions.

The student will be able to:

1. Recognize the collective bargaining process and how this process is impacted by a bargain unit's eligibility for Act 312 Compulsory arbitration.
2. Identify specific labor law issues dealing with employer's rights and unfair labor practices.
3. Identify both federal and state laws relating to the employee's right to union representation (Weingarten) and the employer's right and ability to conduct internal investigations without violating the employee's constitutional protections (Miranda and Garrity).

4. Analyze the discipline process through a collective bargaining agreement and an employee's rights (Loudermill).
5. Distinguish management's right to discipline employee's and what restrictions are placed on management by their ability to discipline for "just cause", i.e. burden of proof of wrongdoing, nexus to employment, discriminatory treatment, progressive discipline and severity of punishment (Enterprise Wire).

**CJ 5300      *ADVANCED CRIMINAL JUSTICE ADMINISTRATION (3 s.h.)***

An examination of the functions of the police, courts and corrections in the criminal justice system; concepts and principals of organizational structure; concepts and principles of administration and management with an emphasis on budgets, change, conflict, strategy, and evolution.

The student will be able to:

1. Apply management and leadership concepts and issues as they relate to the criminal justice system.
2. Forecast the planning, formulation and implementation of operating budgets.
3. Identify and analyze implications of trends in the administration of criminal justice agencies.
4. Identify and analyze strategies for addressing key issues and problems facing administrators.

**CJ 5400      *CRIMINAL JUSTICE OPERATIONS AND PROGRAMS IN THE 21<sup>ST</sup> CENTURY (2 s.h.)***

Review of contemporary policy issues, programs, and strategies. Assessment of reform measures, and accountability mechanisms. Detailed analysis of present practices within each criminal justice component and investigation of what may be changed in the future.

The student will be able to:

1. Develop skills to develop effective policies in a Criminal Justice agency.
2. Develop effective measurements of accountability for employees.
3. Apply problem-solving techniques to critical issues facing criminal justice professionals.
4. Identify and list implications facing challenges in Criminal Justice management in the new millennium.

**CSC 5350      *ADVANCED WEB PROGRAMMING (3 s.h.)***

Prerequisite: MIS 5640

Designing and developing dynamic web pages. Utilizes server-side programming languages such as ASP, ColdFusion and PHP to create database driven web programs. Create web pages by linking to an ODBC database, such as MS-Access or an SQL-type database. Students will learn how to hand-code programs, as well as, use code generators, like Visual Interdev or Macromedica UltraDev.

The student will be able to:

1. Apply advanced web development skills.
2. Demonstrate how to connect a database to a website and display dynamic data from the database on the web page.
3. Critically evaluate the integration of web services in effective solutions.
4. Design and construct integrated dynamic websites.

**ECM 5220 SEMINAR IN E-COMMERCE (2 s.h.)**  
*(Must be taken in first year of program.)*

Develops a framework for the e-Commerce and e-Business environment and introduces the student to the synergy that must take place between technology and business management issues such as organization structure, marketing, law, ethics, cost structures, and managerial leadership.

The student will be able to:

1. Demonstrate effective use of e-mail and online course delivery software.
2. Explain and apply selected concepts and trends which affect the marketing mix.
3. Analyze underlying principles and techniques of classifying and measuring business transactions.
4. Examine the American legal system including international legal aspects coupled with the adjudicator process and alternative dispute resolution techniques.
5. Examine the relationship between managers and behavior in organizations and the various approaches to understanding this relationship.
6. Discuss the ethical dimensions and considerations unique to their own industries, organizations, and professions.

**ECM 5300 E-COMMERCE APPLICATIONS AND OPERATIONS (3 s.h.)**

Pre-requisite: MIS 5640

An extensive overview of e-commerce applications and operations. Covers technical topics such as the Internet, intranets, extranets, and portals. Students learn the role of Enterprise Resource Planning (ERP) as the e-business backbone, outsourcing, e-procurement, and electronic payment systems. In addition, the fundamental applications associated with electronic end-to-end business, including e-mail and other messaging technologies, electronic document management, workflow, data warehousing and data mining, knowledge management, and other decision support systems are covered. Additional topics include flow analysis of e-business transactions and the role of the various software servers (web servers, applications servers, database servers) in executing e-commerce business-to-business transactions. Exchange methods to be studied include Electronic Data Interchange (EDI) and Electronic Funds Transfer (EFT).

The student will be able to:

1. Discuss the basic networking infrastructure used in e-business environments and the typical multi-tiered e-business architectures.

2. Determine which types of systems and servers best suit various e-business site architectures.
3. Determine which types of software architecture elements and transaction processing services best suit various e-business site architectures.
4. Evaluate and critique e-commerce business-to-business models.

**ECM 6100 E-COMMERCE WEBSITE DESIGN (3 s.h.)**

Pre-requisite: ECM 5300

Designing and implementing a comprehensive e-Commerce website. Students will follow a process that includes preliminary requirements documentation, a website proposal including time constraints, scope of project and cost, a preliminary website template and a final demonstration including a user evaluation. The goal will be to create a functional database driven, visually attractive, and easily navigated website.

The student will be able to:

1. Explain the components of an effective and usable e-commerce website.
2. Create realistic website design strategies, concepts and goals.
3. Effectively utilize interactive multimedia applications to implement interactive web pages.
4. Evaluate the performance and speed issues related to the design of multimedia web pages.
5. Design a commercially viable e-commerce website within a reasonable timeframe and under specific budgetary constraints.

**ECM 6440 E-COMMERCE INFORMATION SECURITY (3 s.h.)**

Pre-requisite: ECM 5300

Evaluations of various e-commerce security policies. Students will learn to analyze the business requirements for security that balances access, protection and cost. Students will learn best practices in security including: controlling access to resources, auditing access to resources, authentication, and encryption. Security topics include: security threats, security tools, system security, firewalls, virtual private networks, digital signatures, authentication and non-repudiation.

The student will be able to:

1. Relate key principles required for securing an e-commerce environment.
2. Recognize common risks associated with Windows and Unix servers.
3. Design a conceptual firewall system that incorporates multiple levels of protection.
4. Demonstrate the ability to configure routers and firewalls for site-to-site VPNs and remote access using both preshared keys and digital certificates.

**ECM 6900    MASTERS PROJECT IN E-COMMERCE (4 s.h.)**  
**(Must be taken within final 6 hours of major.)**

Capstone course covering advanced strategies and techniques of e-Commerce systems development and project management. Each student demonstrates competency in the core discipline of e-Commerce Systems. Students are required to use industry standard software to complete project assignments. Course will continue over two consecutive terms under the guidance of an approved advisor.

The student will be able to:

1. Analyze an e-Commerce business scenario that can be remediated with information technology.
2. Compose an industry standard solution appropriate for the identified scenario.
3. Evaluate solution impact including hardware, software, people, and information and network implications.
4. Create a solution implementation for an e-Commerce system.
5. Utilize best practices to conduct project presentations.

**ECN 5180    ECONOMIC ENVIRONMENT AND BUSINESS ACTIVITY (3 s.h.)**

A combined course in micro and macroeconomics. Theory of the firm and consumer. Analysis of the price system as a means to efficient allocation of economic resources. Theory of national income determination; national output and income; savings and capital formation. Current economic conditions and their influences on business. Analysis and interpretation of government policies and practices.

The student will be able to:

1. Demonstrate an understanding of the foundations of economics including economic choices, types of economic systems, the determinants of price, and comparative economic systems.
2. Compare and contrast macro and microeconomic policy and actual practice in the marketplace and look at the effects of government intervention in the economy.
3. Determine how the national economy is related to world economic policies and practices by evaluating trade and financing procedures, the integration of competing economic systems, and the prospects for world economic development.

**ECN 6100    MANAGERIAL ECONOMICS (2 s.h.)**

Prerequisites: ECN 5180 and BR 5170

The application of microeconomic theory as applied to business problems. It is the study of individual segments of the economy: consumers, workers, owners of resources, individual firms and industry and markets as they work together to solve business problems.

The student will be able to:

1. Describe price determination in competitive markets.

2. Differentiate between marginal benefit and marginal cost and its relationship to maximum net benefit from a decision.
3. Choose the correct statistical, cost, and market estimation techniques for managerial decision-making.
4. Classify consumer utility maximization techniques.
5. Document empirical demand functions and methods.
6. Isolate short and long term cost variables and place into a production and cost analysis format.
7. Identify market differences of firms in various stages of competition.

**ECN 6240    LABOR ECONOMICS (3 s.h.)**

Because prerequisites are not necessary, this course begins with a broad survey of modern macro-economic theory and will introduce the student to the economics of labor by identifying modern theories of labor market behavior, summarizing the empirical evidence for and against each hypothesis, and illustrating the usefulness of theory for organizational policy. The majority of the course will be devoted to a focus on economic approaches to the various topics within the field of Human Resources Management such as workforce demographics, productivity, employee appraisal and reward, pay/compensation systems, training and development, and international HRM considerations.

The student will be able to:

1. Identify and distinguish between the empirical and analytical vernacular of economics, i.e., the language of business, particularly as it applies to Human Resources.
2. Identify and explicate the difference between labor economic theory that addresses the relatively limited field of collective-bargaining and the economic theory pertaining to the entire workforce, organized into labor unions or not.
3. Solve problems, present thoughtful discussions, and knowledgeably articulate key terms and concepts relevant to the economics of labor.
4. Identify and evaluate the economic implications of HRM policies and practices on the financial performance of a firm.
5. Address and utilize existing databases, sources, and reference materials which contain content relevant to Human Resources Management economics.

**ECN 6300    MANAGERIAL PERSPECTIVES ON ECONOMICS (2 s.h.)**

Examination and application of theoretical and analytical tools economists use. Determination of the significance of macro and micro economic principles on the management of organizations. Emphasizes the applications of economic analysis through examination of empirical studies and cases involving actual managerial situations at many levels of commerce, for profit, non-profit and government. Areas of analysis include unemployment, inflation, monetary and fiscal policy, the pricing system, capital structure strategies and government regulations.

The student will be able to:

1. Differentiate between the empirical and analytical vernacular of economics, (i.e. the language of business, particularly as it applies to economics).
2. Analyze the difference between micro economic theory and macro economic theory that addresses the entire workforce and most concerns management.
3. Solve problems, present thoughtful and analytical discussions, and knowledgeable articulate concepts relevant to the economics of management.
4. Evaluate the economics implications of economic policies and practices on the financial performance of an organization.
5. Apply information located in existing databases, electronic, and reference materials including content relevant to economics and management.

**FIN 5650 BUSINESS FINANCE (3 s.h.)**

Prerequisites: ACC 5250

Study of the financial management of non-financial entities and the analysis of the principle financial decisions of a firm. Topics include present value concepts, short-term cash budgeting and working capital needs, capital budgeting, long-term capital structure planning and dividend policies.

The student will be able to:

1. Demonstrate knowledge of business and accounting terminology and transactions including issues as to classification, recognition, realization and measurement.
2. Demonstrate knowledge of present value concepts and its application.
3. Prepare financial forecasts including proforma statements and cash flow budgets.
4. Demonstrate knowledge of various forms of financing, both short-term and long-term.
5. Apply the principles of capital budgeting for investment decisions utilizing cost of capital calculations and risk assessment.
6. Analyze the various factors that effect long-term capital structure and dividend policies of a firm.
7. Conduct a comprehensive financial analysis of a firm using ratio and trend analysis.

**FIN 6250 INTERNATIONAL FINANCE (2 s.h.)**

Prerequisites: ACC 5700 and INB 5350

Examines the systems, methods, and institutions for investing, financing and managing international enterprises. Emphasis is on the analysis and financial decision-making function of international activities including foreign currency futures and options, managing exchange risk and operating and transaction exposure, financing sources, capital budgeting and working capital management.

The student will be able to:

1. Demonstrate an understanding of the interrelationship between the international monetary system, balance of payments and the foreign exchange markets and financial decision-making.

2. Investigate foreign currency futures and options markets for speculation and hedging.
3. Demonstrate knowledge of the interrelationship among interest rates, prices and exchange rates including its impact on managing operating and transaction exposure.
4. Investigate international capital markets and the sourcing of debt and equity securities internationally.
5. Apply capital budgeting principles in an international context including analysis of the effects of the cost of capital, capital structure and portfolio diversification.
6. Explore import/export financing and funds repatriation practices couples with its effect on working capital management.
7. Attend a conference, luncheon, presentation, or view a TV presentation where international trade and finance issues are discussed. Incorporate this into a course paper, project or portfolio.

**INB 5350      *INTERNATIONAL TRADE STRUCTURE AND SYSTEMS (3 s.h.)***

Prerequisites: ECN 5180 or equivalent

Examines the underlying economic theories of international trade, the terms of trade, international monetary system, foreign exchange markets and rates, effects of trade barriers and balance of payments. Survey of the historical development of international trade relationships and structures, comparative economic systems and the development of trading blocs and firm-level trade relationships, and multinational enterprises.

The student will be able to:

1. Investigate the assumptions and implications of the existing theories of the economic determinants of patterns of commodity trade between nations.
2. Review the history of the development of international trade and the institutions which coordinate trade as it pertains to the student's country of choice.
3. Evaluate the economic effects of tariffs and non-tariff trade barriers.
4. Investigate the mechanisms of international payments, foreign exchange markets, the determination of exchange rates and the history of the international monetary system.
5. Explore the historical development of trading blocs, the multinational enterprise, direct foreign investments and socialist-market economies coupled with an analysis of the public policy issues affecting each.
6. Interview a businessperson in the U.S. conducting trade in student's country of choice. The interview should focus on trade issues involving the country and the student's problem/issue.

**INB 5450      *INTERNATIONAL MANAGEMENT (3 s.h.)***

Study of international management as a function of characteristics of the nation state and its international trade practices, policies and management expectations.

The student will be able to:

1. Describe the environment and context in which the international manager operates by investigating the major trends and issues challenging the manager; contextual variables, such as politics, economics, and technology; and the role of culture in the manager's environment.
2. Examine the planning function, strategic planning, and negotiation and decision-making in the global arena.
3. Investigate the major tasks involved in organizing for international operations; designing the organization, staffing, and dealing with other international human resource management functions and issues, such as the role of women in international business.
4. Describe a culture-based and comparative perspective on the leading function including motivation, leading, communicating and managing workforce diversity.
5. Analyze the function of controlling by examining the design of effective control systems for overseas subsidiaries as well as the management of economic, human, and environmental interdependence through social responsibility and ethical behavior.
6. Relate, in a portfolio entry, the way the Business Plan has developed as a result of taking this class.

**INB 6080      *PERSPECTIVES IN INTERNATIONAL BUSINESS (2 s.h.)***

Provides an understanding of the many issues confronting executives engaged in international business. Particular emphasis will be placed on trade issues which will be analyzed with a political, economic, social/cultural and historical context.

The student will be able to:

1. Understand the major structural changes and issues in the world economy that effect our domestic economy: increasing globalization, rapid technological innovation and diffusion and shifting of international competitiveness and relative economic power from West to East. These viewpoints will be examined from both the United States and other countries.
2. Examine the scope of international business and environment of international management today from a global perspective.
3. Learn about the most current global issues to include: cross-cultural communications, role of culture, international negotiations and decision-making, planning in the global arena, regional trade regions and agreements and international institutions. The final session will cover special topical issues like quality standards, ISO 9000 and bribery.

**INB 6150      *INTERNATIONAL MARKETING (3 s.h.)***

Prerequisites: MKT 5160 or undergraduate course in marketing principles

Examines the development of international marketing programs; evaluating international market opportunities, determining marketing objectives appropriate for specific world markets, and coordinating strategies in world markets. Emphasizes application of marketing principles in the multinational environment.

The student will be able to:

1. Understand cultural dynamics in assessing global markets.

2. Be familiar with business customs and practices in global marketing.
3. Examine developing markets and market behavior.
4. Understand global marketing management.
5. Examine the corporate context of international marketing.
6. Discuss the ethical issues involved in international marketing.

**INB 6350      *INTERNATIONAL BUSINESS EXPERIENCE (2 s.h.)***

A study of the culture and specified business language through approved foreign study/travel. Ideally, the area of travel, the foreign language, and the area of study are compatible. For most students the focus of research in the International Business Program will be the completion of an international business plan for introduction of a specified product, service, or idea. Students are required to show competence in one language other than English. An addition to the student's portfolio is required which shows such things as completion of language competency and how the foreign study/travel experience will be used in development of the business plan or research project.

The student will be able to:

1. Choose a region of the world in which a period of study or work will take place.
2. Participate in activities in this region which will reinforce and expand knowledge of the culture of the region.
3. Analyze the culture and methods of conducting business as experienced versus the knowledge acquired through readings and the implications for successful business relationships as a result of these experiences.
4. Acquire a basic conversational level of foreign language competency that will enhance the work/study experiences in the selected foreign region.
5. Journal entry prepared showing how foreign study/travel will help in developing International Business Plan.

**INB 6730      *INTERNATIONAL BUSINESS RESEARCH SEMINAR I (2 s.h.)***  
*(Must be taken within the first three semesters of admission.)*

Explores the unique methodological problems of conducting the international business research, such as data availability, reliability, and comparability; major information sources, problems of language, distance, and perceptions. The student will select a specific region of the world and begin a comprehensive study of the geography, culture, government, history, language, economics, and politics of the region. The student will develop a detailed plan and timetable for collecting and analyzing data and information on the chosen research area. Must be taken within the first three semesters of enrollment. This research study will continue through INB 6750.

The student will be able to:

1. Learn applied project design, research methods, findings, implications and conclusion.
2. Prepare applied project proposal to include statement of purpose (interest, topic, question(s), rationale and outline.)
3. Integrate graduate course work into the applied project.
4. Prepare detail narrative outline of applied project and begin applied project.

5. Develop a detailed plan and timeline for the collection and examination of data and the completion of course work.

**INB 6750    *INTERNATIONAL BUSINESS RESEARCH SEMINAR II (2 s.h.)***  
***(Take final semester.)***

Prerequisite: INB 6730

The culmination of the research study of a specific region of the world and the development of a business plan for exporting a service/product to that region; a comprehensive research paper on the region and plan will be prepared following program guidelines, and a presentation on the highlights of the research will be given by the student as a part of the course.

The student will be able to:

1. Complete the comprehensive research study of the region and business plan selected in INB 6730.
2. Prepare a comprehensive, professional research paper on the region.
3. Present the major findings of the research study at the graduate project presentation during the final winter semester of the program.

**MGT 5220    *ISSUES IN LEADERSHIP STUDIES (1 s.h.)***  
***(This course must be taken as the first course in the MSBA & MS programs)***

An assessment of the student's leadership and managerial competencies, resulting in an individual plan of development; overview of information sources, including the library and basic graduate research tools, assessment of computer and statistical literacy skills.

The student will be able to:

1. Assess his/her leadership and managerial competencies and produce an individualized plan of development.
2. Receive an orientation to the library, a variety of information resources, and basic graduate research tools.
3. Be assessed for his/her computer literacy skills.
4. Be introduced to the electronic mail technology.
5. Be assessed for his/her statistical competencies.
6. Develop and write a leadership philosophy to serve as the foundation for the effective use of those elements listed in #1 above as the student assumes the role of leader.

**MGT 5300    *LEADERSHIP BEHAVIOR IN ORGANIZATIONS (3 s.h.)***

Focus on the types of individual and group behaviors, along with related behavioral problems, experienced by managers. Students develop competencies based on understanding the processes responsible for specific behaviors, especially when compounded by effects of environmental forces

and diverse individual differences and perform in-depth analysis of the social and ethical issues which influence managerial constraints.

The student will be able to:

1. Examine the relationship between managers and behavior in organizations and the various approaches to understanding this relationship.
2. Analyze individual behavior in organizations through studying individual decision-making, creativity, satisfaction, dissatisfaction, perception, and evaluation.
3. Analyze group behavior in organizations through studying communication theory, competition, conflict, and power.
4. Analyze the impact of change on individual and group behavior and its relationship to leadership.
5. Analyze one's own stage of development in conflict, change, power management, and other appropriate behavioral elements relating to the role of leader and add to the portfolio journal.

### **MGT 5400 ORGANIZATIONAL EFFECTIVENESS & CHANGE MANAGEMENT (3 s.h.)**

Theories, design, structure, systems, process, continuity, and the behavior of organizations as part of the larger society are studied from a macro perspective. In addition, theories, methods and practices of organization change and development are introduced as means of addressing organizational ineffectiveness and maximizing organizational health.

The student will be able to:

1. Differentiate between macro and micro perspectives in the study of organizations.
2. Apply organizational theory and design concepts to the study of organizations.
3. Recognize and discuss the organization as an open system.
4. Diagnose causes for organizational ineffectiveness.
5. Employ a variety of models for individual and organizational change.
6. Explain and apply micro and macro change processes to address organizational ineffectiveness.

### **MGT 5470 IDEAS IN LEADERSHIP DEVELOPMENT AND LITERATURE (2 s.h.)**

An overview of the evolution of management thought from its earliest beginnings to the present, with emphasis on pivotal writings in the field. Critical examination of the quantitative approach to management; people-orientation on organizational life; response of management thinkers to the rush of scientific and technological change and a growing emphasis on humanism.

The student will be able to:

1. See development of salient management thought as a continuum and thereby to acquire a more objective view of major contemporary management philosophies, policies, and practices.
2. Gain an appreciation of historical determinism in management thought, i.e., a better understanding of the mutual causative relationship between circumstances and events on the one hand and management doctrine on the other.

3. Comprehend the phenomenon of holism in the central task of management – the influencing of people.
4. Learn better approaches to handling managerial situations, problems, and opportunities.

### **MGT 5500 HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT (3 s.h.)**

Theory and practice of Human Resources Management and Development in proprietary and not-for-profit organizations. Emphasis is placed on the relevant psychological and theoretical foundations for the “technologies” of HRM/D such as staffing, recruitment, selections, performance assessment, career development, education and training, labor relations, reward systems (special emphasis on compensation), employee health and safety. Discussion of contemporary management views and applications clarify the appropriate role of human resources within organizational and business planning and operations.

The student will be able to:

1. Identify and describe the difference between Human Resources Management and Development and Personnel Administration.
2. Identify and describe principles of Human Resources Management and Development and discuss how each contributes to the efficiency and effectiveness of the organization.
3. Identify and discuss ethical issues relevant to Human Resources Management and Development.
4. Identify and correlate human behavioral principles with various human resources management and development functions such as wage and salary administration, job design and analysis, performance analysis, recruitment and employment, and problem resolution.
5. Discuss and evaluate the role of labor/employee relations in contemporary organizations.

### **MGT 5550 ETHICAL CONSIDERATIONS IN LEADERSHIP (2 s.h.)**

Students explore ethical dimensions of character, roles and functions of the leader; sources of individual and group ethics and their application to behavior of and within organizations, including in students’ own work situations; values and moral dilemmas in individual and administrative decision-making; corporate ethics; and codes of ethics. Students consider comparative ethical systems as they bear on international business and professional communication and interaction. Each student keeps a log describing his or her analysis of each class meeting, and each student does a written ethical analysis of a work-based ethical dilemma he or she faces or has faced.

The student will be able to:

1. Test decision-making and individual and corporate behavior against analytic criteria derived from psychology, sociology, philosophy, and religion.
2. Compare traditional American ethical precepts and concepts to those of other countries and cultures, noting their similarities and differences, considered within the context of global business as well as of the diversity of cultures within the United States.
3. Analyze ethical dimensions and considerations unique to their own industries, organizations, and professions.

4. Identify the ethical dimensions of situations they face in the normal course of their employment.
5. Make ethically informed decisions.

**MGT 5560 CASES IN BUSINESS ETHICS (1 s.h.)**

Prerequisites: MGT 5550 or consent of instructor

Continues MGT 5550 and presumes the background provided in that course. Deals exclusively with current and historic business ethics cases as reported in the professional literature and in the press.

The student will be able to:

1. Apply analysis to current and historic business ethics cases in oral and written presentations.

**MGT 5570 STRATEGIC MANAGEMENT: A LEADER'S PERSPECTIVE (3 s.h.)**

The fundamentals of the strategic management process; tools and techniques to efficiently and effectively implement the process; an emphasis is on the visioning and forecasting steps of the process. Required for all students in the MSBA Leadership Studies, International Business, Quality and MS Project Management programs.

The student will be able to:

1. Understand and apply the five tasks of strategic management:
  - Develop a strategic vision and mission
  - Set objectives
  - Craft a strategy to achieve objectives
  - Implement and execute the strategy
  - Evaluate performance, monitor new developments and initiate corrective adjustments
2. Understand how the visioning and forecasting processes fit into the strategic management process.
3. Apply alternative tools, ranging from simple to complex, to complete the five tasks of strategic management; includes such tools as mind mapping, spider diagrams, process flow diagrams, Delphis, cross impact analysis, SWOT, gap analysis, value chain analysis, scenarios, trend analysis, environmental scanning, and appreciative inquiry.
4. Understand the importance of leadership in effectively and efficiently implementing the strategic management process.

**MGT 5780 PROJECT MANAGEMENT PRACTICES (3 s.h.)**

Prerequisites: MIS 5580 and BR 5170

The foundation of project management from a managerial point of view. Emphasis is placed on managing each stage of the project life cycle through an overview of the ten knowledge areas of

project management. The capstone research project will begin with an introduction to the meta-analysis methodology.

The student will be able to:

1. Explain the process of managing projects.
2. Defend the reasons for and benefits of project management.
3. Describe the fundamentals of the nine knowledge areas: Project Integration Management, Scope Management, Time Management, Cost Management, Risk Management, Human Resource Management, Communications Management, Quality Management, and Procurement Management.
4. Focus on and apply concepts relating to project selection, project definition, realities of organizational life and its effect on projects, setting the project course, keeping the project on course, and closing out the project with positive results.
5. Describe the initial steps of meta-analysis methodology.

### **MGT 5920 SEMINAR IN LEADERSHIP: ANALYSIS AND GROWTH (2 s.h.)**

The purpose of this course is to assist the student in clarifying and strengthening the student's leadership role in the social responsibility arena in terms of how environmental, political, and social issues affect and are dealt with by the organizational leader. A second goal of this course is to analyze the student's original Plan of Development and to assess the Master of Science in Business Administration goal attainment. Finally, the student further develops team skills through completing class assignments and projects.

The student will be able to:

1. Analyze the original plan of self development established in MGT 5220 and assess accomplishment of MSBA program goals.
2. Select an activity in the local community where he/she can make a difference and use developing leadership skills.
3. Write an analysis of the above activity answering questions of how you changed as a result of the activity and what impact you had on the organization.
4. Practice using team skills to solve organizational problems.
5. Analyze the impact of the leader's role to cross-cultural settings which include social, political, and environmental issues of leadership.

### **MGT 6110 ENTREPRENEURIAL LEADERSHIP IN NON-PROFITS (3 s.h.)**

Decreasing financial resources have demanded that non-profit leaders approach the marketplace with a competitive perspective. Donors are required non-profit organizations to operate in the spirit of business – carefully planning for competitive advantage, marshaling limited financial, material and human resources and evaluating their performance against stringent criteria. All these characteristics describe the entrepreneurial leader. This course is designed especially to help students launch, re-invent their organizations and help them grow through competitive, strategic processes.

This course will primarily be facilitated around case studies, live case studies brought to class by practicing non-profit entrepreneurs. Visits to locations to examine and assess how entrepreneurial leaders stimulate and sustain productivity; efficiency, capacity building and innovation will help students make application of theory to reality.

The student will be able to:

1. Model entrepreneurial behavior of achievement.
2. Develop entrepreneurship in their organizations.
3. Stimulate moderate risk taking in their organizations.
4. Develop a marketing plan based on systematic research.
5. Design ventures and subsidiaries as means of sustaining competitive advantage.
6. Identify alternative sources of capital.

### **MGT 6120    *DEVELOPING AND DEPLOYING VOLUNTEERS (2 s.h.)***

As one of non-profit's greatest assets, volunteers need to be carefully selected, prepared and fit to the appropriate task. This course centers on recruiting, selecting, developing and deploying volunteers.

Students practice using practices which create a motivating environment in which volunteer's self esteem is enhanced, they are recognized and where corrective feedback is provided in handling performance problems.

The student will be able to:

1. Use written and oral methods to recruit volunteers.
2. Design learning experiences to enhance volunteers' skills.
3. Provide coaching methods to sustain volunteer performance.
4. Employ job factor methods for designing volunteer jobs.
5. Address a volunteer performance problem using corrective feedback.

### **MGT 6130    *DEVELOPING PARTNERSHIPS WITH BOARDS, SUPPLIERS AND CLIENTS (2 s.h.)***

The course focuses on the process of building working partnerships with three groups: boards, suppliers, and clients. The partnership process includes setting super ordinate goals, committing to measurable outcomes, kinds, formats, and timing of information exchange, the use of power and the methods for handling differences and conflicts.

The student will be able to:

1. Develop community-based goals.
2. Distinguish between strategic, operational and facilitative power.
3. Employ elements of the "Principled Negotiation" model of handling differences and conflicts.
4. Negotiate agreements with boards, suppliers and clients regarding reporting and information exchanges.

### **MGT 6140 OBTAINING FUNDING, PROGRAM MANAGEMENT AND EVALUATION (2 s.h.)**

This course focuses on development and the raising of funds to support the non-profit vision. At a time when federal government funding is diminishing, non-profits need to look for alternative sources of financial sources. In the course, participants learn how to construct a funding campaign, including direct solicitation and grant writing. Because more donors want evidence of fiduciary responsibility, they expect non-profits to demonstrate how they used their financial support as good stewards. For this reason, students learn how to program manage and evaluate program goal achievement.

The student will be able to:

1. Construct criteria for evaluating program accomplishment.
2. Design a comprehensive development campaign.
3. Apply for grants.
4. Write a successful grant proposal.
5. Conduct direct solicitation for funding.

### **MGT 6150 QUALITY MANAGEMENT (3 s.h.)**

Prerequisites: BR 5170, waived by examination only

The course is intended to introduce the student to the development and philosophy of total quality and performance excellence from a systems approach. Focus is given to studying the interplay of culture, quality, technical tools and organizational culture. Students are introduced to national and international quality standards.

The student will be able to:

1. Describe the systems approach to quality and performance excellence.
2. Describe the history and development of total quality management.
3. Differentiate among the primary schools of thought: Deming, Juran and Feigenbaum
4. Explain the impact on quality and performance excellence from:
  - The MBNQA Core Values, Concepts, and Framework
  - Leadership
  - Strategic Planning
  - Customer and Market Focus
  - Information and Analysis
  - Human Resource Focus
  - Process Management
5. Evaluate organizations using the Malcolm Baldrige National Award Criteria.
6. Assess the unique character of international standards such as ISO9000:2000, QS-9000 and TS 16949 as well as industry requirements such as QOS, Q1, Pentastar, JCHO, State School Accreditation, etc.

**MGT 6160 PROJECT MANAGEMENT: SCHEDULING & COST CONTROL (2 s.h.)**

Prerequisite: ACC 5250

The course covers measures for scheduling and controlling projects, including estimating, forecasting, budgeting, monitoring, controlling, analyzing and reporting schedules and costs, and interpreting the meaning of earned-value data.

The student will be able to:

1. Review rules and levels of estimating and estimate types.
2. Apply various tools used for scheduling, including network scheduling, arrow and precedence diagrams, and Gantt and milestone charts.
3. Demonstrate establishment of baselines for projects and use least-cost, resource leveling, and resource smoothing methods.
4. Investigate and analyze causes of variances, trend analysis, project audits, and mentoring systems for project evaluation and forecasting.

**MGT 6170 PROJECT MANAGEMENT: RISK ANALYSIS (2 s.h.)**

Prerequisites: BR 5170, waived by examination only

The course examines threat and opportunity from a top-down and bottom-up perspective and how to evaluate and respond to risk at the project and task levels.

The student will be able to:

1. Review the characteristics, elements, factors and types of risk.
2. Establish and apply a risk management process.
3. Analyze risks of different types (business, financial, schedule, technical, legal).
4. Perform risk assessment.
5. Develop and present risk response strategies.

**MGT 6220 OPERATIONS MANAGEMENT (3 s.h.)**

Prerequisites: BR 5170, waived by examination only

This course is designed to introduce the objectives of operations management in manufacturing and service industries. Historical and current literature relating to the methods employed by managers to plan and control operating systems will be reviewed. Students will examine various problems in operations management.

The student will be able to:

1. Compare and contrast operational management methods.
2. Recommend and apply solutions to operations management problems.
3. Describe the objectives of operations management.

## **MGT 6240    COMPETITIVE STRATEGY ANALYSIS AND PLANNING (2 s.h.)**

Prerequisites: QOM 5740 and MGT 5780

In a team teaching approach, a capstone POM study of the techniques used in industry analysis and in the strategic posturing of a firm within its competitive environment; the integration of the analysis process and planning process. Topics covered will include inventory management, material planning, operations scheduling, project planning management, and competitive advantage in world-class manufacturing or service environments. The course will also present a summary of the POM course sequence (POM I, II, III).

The student will be able to:

1. Understand the concepts of strategic analysis and planning.
2. Apply theory to practical problems in inventory control and material planning using case study methodology.
3. Apply operations scheduling and overall project planning using case study methodology.
4. Understand the broad scope of POM in terms of history, need, uses, statistical concepts, software, interpretation, and communication of results.

## **MGT 6250    PROCUREMENT AND CONTRACT MANAGEMENT (2 s.h.)**

Introduction to the environment in which procurement contracts are negotiated and administered. Topics will include all phases of procurement and contracting, from requirements development to closeout. As part of a meta-analysis of project management literature, studies of procurement and contract administration will be analyzed.

The student will be able to:

1. Compare the techniques and strategies used to negotiate major contracts.
2. Examine fundamental contract clauses and issues.
3. Compare contracting methods – competitive and non-competitive.
4. Develop contract pricing agreements including discussion of uncertainty and risk in contract pricing and categories and types of contracts (incentive, fixed-price, time and materials, and cost-reimbursement)..
5. Determine methods for selecting the appropriate contract type.
6. Design procurement planning methods including solicitation, bid/no-bid decision making, and proposal preparation.
7. Design contract administration policies covering such areas as continued communication, tasks for buyers and sellers, performance and progress, records, files and documentation, and termination of contract.

## **MGT 6300    ORGANIZATIONAL THEORY & BEHAVIOR (3 s.h.)**

A study of theories of organizations from historical and contemporary perspectives, focusing on how they inform our understanding of behaviors in, for, and of small and large for-profit and not-for-profit business organizations, with an emphasis on the images and metaphors of organizations.

The student will be able to:

1. Place activities and events in business organizations into one or more theoretical perspectives.
2. Identify and compare and contrast the perspectives of selected organizational theory and behavior.
3. Apply their understanding of the uses of metaphor in organizational theory and behavior.
4. Communicate in oral and written form a case or cases drawn from the literature and/or from their own experience the ambiguities and complexities of modern organizations and organizational behavior.
5. Solve an organizational problem drawn from the literature and/or from their own experience using selected principles of organizational theory and behavior.

### **MGT 6370    *MULTICULTURAL COMMUNICATIONS AND NEGOTIATIONS (2 s.h.)***

Approaches effective multicultural communications as an essential professional skill and as an important function of management today. Discusses the cultural aspects of verbal and nonverbal behaviors of persons from different cultures, the negotiation process with those from differing cultures, and presents techniques and experiences for increasing one's effectiveness.

The student will be able to:

1. Examine the behavioral basis of communication.
2. Experience verbal and non-verbal behaviors of persons from various cultures and study the implications of such differences in business relationships.
3. Participate in a negotiation process conducted with people from various cultural backgrounds.
4. Increase individual effectiveness in the multicultural communication process.

### **MGT 6400    *POWER, POLITICS, AND NETWORKING (2 s.h.)***

An effective leader will understand the organizational culture and the power, political, and networking strategies and how they interact with the culture. The theoretical base for investigating the power structure and its pragmatic use within the organization will be examined.

The student will be able to:

1. Analyze, from a theoretical point of view, the power base, the types of power used, their effectiveness, and the political behaviors of a leader using an interview approach as the source of information.
2. Analyze current literature, books and/or journal articles, for research findings on the topic.
3. Assess one's own attitudes towards power and political behaviors and develop a personal plan for their effective use in the student's workplace.
4. Construct an analysis of the student's workplace in relation to its power, communication, and social networks.

**MGT 6500 CONTEMPORARY WORKFORCE ISSUES (3 s.h.)**

Prerequisites: MGT 5500 and ECN 6240

This is a summary survey course to this cognate area and serves to identify both futuristic and global issues within Human Resources Management which will most likely impact on strategic planning and management of a firm.

The student will be able to:

1. Analyze trends as identified in the scholarly and popular press regarding Human Resources Management as to their implications on firm performance.
2. Articulate and evaluate the theoretical components of effective Human Resources Management practice.
3. Identify and evaluate variables affecting competent Human Resources Management practice and propose strategies for dealing with them.
4. Identify and effectively utilize sources of information used in Human Resources Management, especially as it pertains to automated information systems.
5. Identify and analyze those factors of international operations which have particular relevance for the practice of Human Resources Management in a global market and which form an element of the firm's strategic plan.

**MGT 6950 STRATEGIC MANAGEMENT OF BUSINESS POLICY (3 s.h.)**

Prerequisite: Successful completion of all core/foundation courses.

Development and application of business policy using techniques of strategic management of an organization as a whole, both internally and externally and locally and globally, taken primarily from the perspectives of middle and top management. Emphasis is on the long view, but does not neglect short term situation management of operational problems, technology, diversity, change, and ethics. Examines how strategy is developed; considers the respective roles of stakeholders. Employs quantitative and qualitative methods and data, including case studies and simulation.

The objectives of this course, which is the culminating experience of the MBA program, encompass all the specific objectives of the program as stipulated in its main description. Knowledge and application of the specific skills of the operational courses in accounting, business law, computer information systems, finance, marketing, and quality management are required and demonstrated as levels commensurate with criteria for completion of the MBA.

**MGT 6960 ENTERPRISE PROGRAM MANAGEMENT (3 s.h.)**

Implementing business strategy through a portfolio of projects involving the management of teams of professionals and executive-level stakeholders. Conclusion of the meta-analysis research project conducted throughout the project management concentration. Must be the final course taken in the program.

The student will be able to:

1. Develop strategies to increase the effectiveness of an organization's approach to enterprise program management.
2. Manage stakeholder relationships effectively through business knowledge, leadership, team, and communication skills.
3. Establish standards, procedures and discipline to ensure budget, schedule, and quality are achieved.
4. Integrate all facets of the management of a portfolio of projects through a balanced and disciplined methodology.
5. Conduct a meta-analysis of research for the purposes of application to project management.

### **MIS 5150 PROJECT MANAGEMENT TECHNOLOGY (1 s.h.)**

This course develops competency of the student to use an industry standard project management software and the methodology for use of the software in the development and management of projects in the organization.

The student will be able to:

1. Develop a comprehensive project plan.
2. Demonstrate monitoring and control practices using project management software.
3. Apply project management software to both large and small projects with consideration given to timeframe, resources and costs.

### **MIS 5230 NURSING AND HEALTH CARE INFORMATICS (2-3 s.h.)**

Prerequisite: CIS 2380 or similar, including some experience in the health care field.

This course is designed to present applications of informatics systems to nursing and healthcare practitioners. The course will address healthcare informatics issues covering hardware, software, databases, communications applications, and computer developments and associated legal and ethical issues. Students learn to assess, develop and use nursing and health information systems to work more efficiently, allocate resources more effectively, and improve client care.

The student will be able to:

1. Describe the concept of "knowledge worker" in health care settings.
2. Distinguish among medical informatics, nursing informatics, and consumer informatics.
3. Provide specific examples of how informatics can affect the health care consumer as well as professional practice, administration, education and research.
4. Discuss factors in the current health care delivery system that act as incentives for the deployment of information technology in health care.
5. Identify the various types of information systems used within health care institutions.
6. Distinguish among health care information systems, hospital information systems, clinical information systems, nursing information systems, physician practice management systems, and administrative information systems and their impacts on nursing practice.

7. Determine the key features and impacts on nursing and other health care professionals associated with order entry, laboratory, radiology, and pharmacy information systems.
8. Explain the functions of client registration and scheduling, electronic medical records, and coding systems.

**MIS 5580    *INFORMATION SYSTEMS FOR MANAGERS (2-3 s.h.)***

(Course will be taken for 2 semester hours if the student is assessed to be computer literate; otherwise, course should be taken for 3 semester hours.)

A generic approach to information systems providing a comprehensive conceptual foundation through the study of the psychological and sociological aspects of information systems, decision-making and the value of information, and the Systems Life Cycle, and office automation technology.

The student will be able to:

1. Analyze the socio-psychological effects of computer technology on human resources.
2. Explain the organizational concepts relevant to decision-making and information.
3. Become familiar with basic office automation software, including spreadsheets, data base management systems, and word processing.
4. Understand the principles of the System Life Cycle.
5. Investigate the organization, management, and control of information systems.
6. Analyze student's way of perceiving the world and the implications for information system design.

**MIS 5640    *E-BUSINESS & E-COMMERCE IN THE ENTERPRISE (3 s.h.)***

Pre-requisite: MIS 5580 or equivalent or CS/IS degree

A detailed review and investigation of establishing, developing, and managing Web strategy in the e-Commerce and e-Business arena. A study of the critical elements essential to successful Web site implementation and management. Will apply the systems approach to examine some of the radically new business models emerging from Web based businesses.

The student will be able to:

1. Explain the paradigms of e-Business and e-Commerce.
2. Interpret the role of software in developing distributed client/server applications.
3. Distinguish between the different business models being implemented on the Internet.
4. Examine the transition of traditional businesses to e-Business.
5. Classify the various Internet marketing strategies.
6. Compare the internet-based monetary transaction models; e-billing, micro-payments, peer-to-peer payments and digital currency.
7. Explain Internet/Web security concepts.

**MIS 6250    ADVANCED DATABASE CONCEPTS (3 s.h.)**

Prerequisites: MGT 6300

Active databases provide businesses with the opportunity to integrate data storage with business rules. Students will explore the concepts of active databases using both the relational and the object oriented database model. Justification for the OO model will be introduced through an explanation of the shortcomings of the relational database model. Issues involved in transaction processing will also be discussed.

The student will be able to:

1. Analyze the concepts of active databases and their application to both relational and object oriented database schemas.
2. Implement active rules on a relational database model.
3. Evaluate the shortcomings of the relational model and the need to explore OO methodologies.
4. Analyze the difference in design methodologies between relational and object oriented databases.
5. Evaluate the issues involved in transaction processing as it applies to both the relational and the object oriented database model.

**MIS 6400    DATA COMMUNICATIONS AND NETWORKING (2 s.h.)**

Prerequisites: MIS 5580 or CIS/CS bachelor degree and MGT 6300

The course develops a managerial level of technical knowledge and terminology for data, voice, image, and video communications and computer networks to effectively communicate with technical, operational, and management people in telecommunications. Course will investigate the concepts, models, architectures, protocols, standards, and security for the design, implementation, and management of digital networks.

The student will be able to:

1. Apply data communications concepts to situations encountered in industry.
2. Analyze the general concepts and techniques of data communications.
3. Analyze the technology of the Internet.
4. Analyze the regulatory environment.
5. Describe the applications of the current network architectures.

**MIS 6840    RE-DESIGNING THE ENTERPRISE FOR e-BUSINESS (3 s.h.)**

Prerequisite: MIS 5640

Investigates and applies e-Business and Enterprise Resource Planning (ERP) concepts and methods at both the enterprise and supply chain level to take advantage of Internet connectivity. Will apply ERP software to develop and implement new business models to effect the change.

The student will be able to:

1. Analyze the paradigms of e-Business and Enterprise Resource Planning (ERP) and their relationship to how organizations go through organizational change.
2. Explain the key issues around ERP and the evolution of ERP for e-Business.
3. Apply the principles and tactics that can be used for redesigning enterprise processes in e-Business solutions.
4. Demonstrate how to redesign enterprise processes with ERP software.
5. Apply the three phases of business process redesign at both the enterprise level and the supply chain level.
6. Apply the five tasks of strategic management.

### **MIS 6890    MANAGING ENTERPRISE INFORMATION SYSTEMS (3 s.h.)**

Prerequisites: MIS 5580 or CIS/MIS undergrad degree, MGT 6300 and BL 6040  
*(This is a capstone course; all required ITM courses must be completed.)*

This course explores Information Systems (IS) role in transforming organizations and industries. Emphasizes the integrative role of Information Systems and Resources. Three areas of integration will be addressed; integrating the enterprise, integrating the IS function, and integrating IS technologies. The scope of this course will address both the internal and external IS needs of the organization.

The student will be able to:

1. Analyze the configuration of business processes that are necessary to run the corporation and their relationships with legacy systems and other functional applications.
2. Investigate and evaluate how IS can enable new organizational forms.
3. Define and apply the role of collaborative systems in developing more flexible, fast response organizations.
4. Make intelligent choices about computer architectures and platforms with appropriate emphasis on both organizational integration and flexibility.
5. Demonstrate the ability to:
  - Organize and manage the IS function
  - Access the impact of emerging technologies
  - Recognize the importance/value of aligning IS and business strategies
  - Explain the different roles that IS can have in the enterprise.

### **MKT 5160    ESSENTIALS OF MARKETING (3 s.h.)**

Study of marketing concepts, terminology, and applications, with special emphasis on: the marketing mix relationships e.g. product, price, promotion, and distribution; global marketing; target marketing; and integrated marketing. Study of the role and operation of marketing functions and their influence on the organization, both internally and externally.

The student will be able to:

1. Demonstrate an understanding of marketing terminology when explaining and applying selected concepts and trends which affect the marketing mix.
2. Analyze the roles and operations of marketing within the firm, and its contribution to related business functions.
3. Evaluate the external environmental forces (such as demographic, economic, legal socio-cultural, competition and technology) and their influence on marketing operations.
4. Examine the ethics and accountability of marketers toward the consumer, the government, and business, in general, as well as in the context of the future.
5. Understand the use and application of marketing research, data analysis, trend projection, inventory control, budgets and information systems.
6. Evaluate and critique parameters of target marketing and integrated marketing.
7. Develop sample marketing plans.
8. Examine the use of marketing principles in the global and domestic marketplace.

**MKT 5790    *MARKETING STRATEGY (3 s.h.)***

Prerequisites: MKT 5160 or one undergraduate marketing course

The use of strategic planning as an advancement of traditional marketing management. Students sharpen managerial perspectives and analytical techniques for achieving corporate-wide marketing objectives.

The student will be able to:

1. Gain a perspective of marketing strategy as a philosophy for planning and attainment of corporate-wide objectives.
2. Develop skills for assessing strengths and weaknesses of a business, as affected by external environmental factors and internal product/market planning.
3. Develop an understanding of the dynamics of strategic planning as a base to formulate, articulate, and implement company-wide business strategy.
4. Gain added insights into the process of defining the business mission, objectives, and goals.
5. Increase basic skills for using appropriate analytical tools and techniques for making timely marketing decisions.
6. Develop an awareness of alternatives when structuring business organizations to effectively implement strategic planning.
7. Use analytical skills for evaluation of international markets for inclusion in strategic marketing planning.

**MKT 6210    *LEADERSHIP IN MARKETING MANAGEMENT (3 s.h.)***

Explore and apply marketing tools available to managers and leaders in an organization for the purpose of maximizing the organization potential in consumer and business environments.

The student will be able to:

1. Apply marketing management strategies to real world customer satisfaction situations.
2. Analyze marketing opportunities in current business environments.

3. Apply analytical tools in shaping the offering of an organization.
4. Apply sales function analysis tools and recommend change.
5. Analyze the relationship between the mission, objectives, and operation of an organization as they impact the marketing opportunities.
6. Demonstrate marketing leadership through the application of analytical techniques to current business situations.

**MKT 6310 E-MARKETING (3 s.h.)**

Prerequisites: permission of instructor

Exploration of the integration of electronic marketing strategies with non-electronic strategies to enhance the offering of an organization. Applying marketing principles and practices electronically to marketing situations.

The student will be able to:

1. Investigate current practices in the application of e-marketing.
2. Explore the ethical issues related to e-marketing.
3. Investigate the legal issues related to integrating e-marketing into an existing marketing strategy.
4. Develop solutions for e-marketing applications in both a business and consumer environment.
5. Analyze the relationship opportunities between e-marketing and customer service in both business and consumer environments.
6. Demonstrate leadership in problem solving in an e-marketing situation.

**QOM 5740 FORECASTING AND PLANNING (2 s.h.)**

Prerequisites: MIS 5580 and BR 5170, waived by examination only

Conceptual framework and theoretical knowledge of forecasting methodologies; practical uses of forecasting in common management/administrative situations, via case study and literature review; use of micro and mainframe computer in forecasting.

The student will be able to:

1. Provide students with the conceptual framework and theoretical knowledge regarding quantitative and qualitative forecasting methodologies.
2. Examine the practical uses of forecasting in common management/administrative situations, via case study and literature review/critique.
3. Train students in the use of micro and mainframe computer programming for purposes for forecasting management/administrative data.
4. Train students to distinguish between various quantitative forecasting techniques and apply same to specific management or administrative situations.
5. Use the forecasting data in the planning process and produce a five-year plan.

**QOM 6210 TOTAL QUALITY: BUILDING THE INFRASTRUCTURE (3 s.h.)**

Prerequisites: MGT 5300

This course is designed to introduce the student to the methods and processes for introducing total quality to an organization. Students will be provided proven methods for installing the infrastructure to support a total quality process and to evaluate its effectiveness on an on-going basis.

The student will be able to:

1. Describe the theoretical constructs that support total quality.
2. Design a comprehensive total quality process.
3. Develop an integrated plan for introducing, monitoring and evaluating a total quality process.
4. Practice and self-assess facilitative, change-agent and coaching skills for inclusion in portfolio.
5. Design and implement techniques for assessing customer needs and expectations.
6. Design and implement techniques for assessing the cultural readiness of an organization to initiate total quality.

**QOM 6230 QUALITY AND PROCESS IMPROVEMENT TECHNIQUES (3 s.h.)**

Prerequisites: BR 5170, waived by examination only

This course focuses on the study of continuous process improvement, process management and quality management systems. Course work includes case studies and group work which explore data analysis tools and methods including SPC, flowcharting and root cause analysis. Students will define, analyze and evaluate a process in a workplace setting. A final report will be produced which will outline a process and recommend process improvement.

The student will be able to:

1. Explain quality and process improvement.
2. Demonstrate accurate use of quality and process data management tools.
3. Apply concepts of process improvement to the workplace.
4. Prepare and present an analysis of a process in a workplace setting, to become part of the student's portfolio.

**QOM 6250 BALDRIDGE AWARD & ORGANIZATIONAL SELF-ASSESSMENT (3 s.h.)**

Introduces the student to the Malcolm Baldrige Award. The student will learn systems thinking, fact-based management, continuous quality improvement methods that have application in service, manufacturing-assembly, nonprofit and municipal organizations. Each of the seven Baldrige Award Criteria will be thoroughly examined, using case studies. Organizational self-assessment will be introduced and employed through field study with students applying critical analysis skills to determine changes to be made within organizations seeking Award certification.

The student will be able to:

1. Differentiate between the Baldrige Award Criteria and application in service, manufacturing-assembly, nonprofit and municipal organizations.
2. Apply the “Criteria for Performance Excellence” of the Baldrige National Quality Program to assess organizational gaps between base-line measurements and the standards.
3. Analyze gaps that an organization has, using the Baldrige Self-Assessment process, using critical thinking.
4. Propose action steps an organization may employ to conform to the standard and develop a comprehensive change plan for implementation.

### **QOM 6700    *CURRENT ISSUES IN QUALITY (4 s.h.)***

This course is intended to provide instruction in the field of quality including current trends and evolving practices. Special topics include areas such as quality auditing, customer-focused satisfaction measures, supplier certification strategies, and implementation plan development for measuring supply chain efficiency and effectiveness.

The student will be able to:

1. Relate principles of quality management to trends in the field and current related practice.
2. Analyze trends in current practices in quality to determine the short and long-term impact on an organization
3. Develop implementation plans to integrate trends, expectations, and practices of an organization.

### **QOM 6840    *PROJECT IN QUALITY (1 s.h.)***

Pre-requisite: QOM 6700

The student will work with a Madonna University faculty member to develop a project which combines skills acquired in QOM 6700 and to be presented during this course.

The student will be able to:

1. Complete a project which integrates concepts introduced in QOM 6700 and application into the student’s workplace, or other approved site(s).



# NOTES

*FORMER PLANS OF STUDY*

*(Prior to September, 2002)*



**MASTER OF SCIENCE IN BUSINESS ADMINISTRATION  
LEADERSHIP STUDIES IN CRIMINAL JUSTICE SPECIALTY**

**PLAN OF STUDY**

**Completed**

**LEADERSHIP SEQUENCE – CORE COURSES – 20 s.h.**

MGT 5220	Introductory Seminar in Leadership Studies (1)	_____
ACC 5250	Managerial Accounting for Decision Making (3) (Prerequisite: ACC 5350 or 6 s.h. of undergraduate accounting)	_____
MGT 5300	Behavior in Organizations (3)	_____
MGT 5370	Future Society and Leadership (2)	_____
MGT 5400	Organizational Effectiveness & Change Management (3)	_____
MGT 5470	Ideas in Leadership Development & Literature (2)	_____
MGT 5550	Ethical Considerations in Leadership (2)	_____
MIS 5580	Information Systems for Managers (2-3) (Prerequisite: Computer literacy as assessed in MGT 5220)	_____
MGT 5920	Seminar in Leadership: Analysis and Growth (2) (Prerequisite: Completion of core courses)	_____

**SPECIALTY ELECTIVES – 9 s.h.**

CJ 5100	Legal & Ethical Issues in Criminal Justice Administration (2)	_____
CJ 5200	Labor Law Issues in Criminal Justice Management (2)	_____
CJ 5300	Advanced Criminal Justice Administration (3)	_____
CJ 5400	Criminal Justice Operations & Programs in the 21 <sup>st</sup> Century (2)	_____

**CAPSTONE RESEARCH SEQUENCE – 7 s.h.**

QS 6430	Research Design (3) (Prerequisite: QS 5170)	_____
MGT 6830	Independent Research Study/Thesis (1)	_____
MGT 6840	Independent Research Study/Thesis (2)	_____
MGT 6930	Seminar in Leadership Studies (1)	_____

**Total semester hours excluding prerequisites      36 s.h.**

*For students admitted after September, 2002*

**MASTER OF SCIENCE IN BUSINESS ADMINISTRATION  
QUALITY AND PROJECT MANAGEMENT**

***PLAN OF STUDY***

**Prerequisites (8-9 s.h.)**

		<b>Equivalent</b>	<b><u>Completed</u></b>
		<b><u>Undergrad Course</u></b>	
ACC 5150	Financial Accounting	Principles of Accounting I & II	_____
MIS 5580	Information Systems for Managers (2-3 s.h.) for Computer Literacy	Introduction to Computers	_____
BR 5170	Quantitative Methods for Leadership Roles	Business statistics	_____

*The above courses may be waived if the courses stipulated in the right column have been completed at the undergraduate level from an accredited institution.*

**FOUNDATION COURSES (19 s.h.)**

		<b><u>Completed</u></b>
MGT 5220	Issues in Leadership (1)	_____
QOM 6150	Total Quality Management (3) (Prerequisite: BR 5170)	_____
ACC 5250	Managerial Accounting for Decision-Making (3) (Prerequisite: MIS 5580 & ACC 5150 or 2 semesters of accounting)	_____
QOM 5740	Forecasting & Planning (2) (Prerequisite: MIS 5580, one undergraduate course in statistics or BR 5170)	_____
MGT 5550	Ethical Considerations in Leadership (2)	_____
MGT 5570	Strategic Management: A Leader's Perspective (3)	_____
BL 6100	Contract Administration (1)	_____
MGT 5300	Leadership Behavior in Organizations (3)	_____

***Quality Track***

QOM 6230	Quality & Process Improvement Tools (3) (Prerequisite: BR 5170)	_____
QOM 6830	Program in Quality Applications (4)	_____
QOM 6840	Project in Quality (1) (Prerequisite: QOM 6830)	_____
MGT 6930	Advanced Leadership Studies (1) (Taken concurrently with MGT 6840)	_____

MGT 6240	Competitive Strategy Analysis & Planning (2) (QOM 5740 & MGT 5780)	_____
BR/QOM	Elective (1)	_____
<b>Total semester hours excluding prerequisites</b>		<b>30 s.h.</b>

***Project Management Track***

MGT 5780	Project Management for Managers (3) (Prerequisite: MIS 5580, one statistical course or BR 5170)	_____
MGT 6160	Project Management: Scheduling & Cost Control (3) (Prerequisite: ACC 5250)	_____
MGT 6170	Project Management: Risk Analysis (3)	_____
MGT 6930	Advanced Leadership Studies (1) (Taken concurrently with MGT 6840)	_____
MGT 6240	Competitive Strategy Analysis and Planning (2) (QOM 5740 and MGT 5780)	_____
<b>Total semester hours excluding prerequisites</b>		<b>30 s.h.</b>

**MASTER OF SCIENCE IN BUSINESS ADMINISTRATION  
QUALITY AND OPERATIONS MANAGEMENT SPECIALTY**

**PLAN OF STUDY**

<u>Prerequisites</u>	<i>Equivalent</i>	<u>Undergraduate Course</u>	<u>Completed</u>
ACC 5150	Financial Accounting	Principles of Accounting I & II	_____
QS 5170	Quant. Methods for Leadership Roles	Business Statistics	_____
MIS 5580	Information Systems for Managers (1 s.h. or Computer Literacy	Introduction to Computers	_____

*The above courses may be waived if the courses stipulated in the right column have been completed at the undergraduate level from an accredited institution.*

**PRODUCTION/OPERATIONS MANAGEMENT SEQUENCE – 36 s.h.**

ACC 5250	Managerial Accounting for Decision Making (3) (Prerequisite: ACC 5150)		_____
MGT 5300	Behavior in Organizations (3)		_____
MGT 5550	Ethical Considerations in Leadership (2)		_____
MIS 5580	Information Systems for Managers (2) (Prerequisite: Computer Literacy)		_____
QOM 5740	Forecasting & Planning (2) (Prerequisite: one statistics course or QS 5170 and MIS 5580)		_____
QOM 5760	Project Planning and Evaluation (2) (Prerequisite: one statistics course or QS 5170 or MIS 5580)		_____
QOM 6210	Total Quality: Building the Infrastructure (3) (Prerequisite: MGT 5300)		_____
MGT 6220	Operations Management (3) (Prerequisite: QS 5170)		_____
QOM 6230	Quality and Process Improvement Tools (3) (Prerequisites: QOM 6210 and QS 5170)		_____
MGT 6240	Competitive Strategy Analysis and Planning (2) (Prerequisite: QOM 6230)		_____
QOM 6250	Organization Self-Assessment (2)		_____

***Options***

**Track 1**

QOM 6150	Total Quality Management (3)		_____
QS 6430	Research Design (3) (Prerequisite: QS 5170 and taken final fall term of program)		_____

MGT 6830	Independent Research Study/Thesis (1) (Prerequisite: taken final spring term prior to QS 6430)	_____
MGT 6840	Independent Research Study/Thesis (2) (Prerequisite: taken final winter term of program)	_____
MGT 6930	Seminar in Leadership Studies (1)	_____

**NOTE:** For a detailed description of the research sequence (QS 6430, MGT 6830, 6840 and 6930) see pages 13-15.

**Total semester hours excluding prerequisites** **36 s.h.**

**OR in place of QS 6430, MGT 6830-6840**

**Track 2**

QS 6490	Qualitative Research Methods (2)	_____
QOM 6850	Quality Certificate (5)	_____
QOM 6860	Project in Quality (1)	_____
MGT 6930	Seminar in Leadership Studies (1)	_____

**Total semester hours excluding prerequisites** **36 sh.**