Graduate Course Descriptions

For students participating in the International CPT Program, please refer to the section “International Studies CPT Program” for more information on additional requirements.

ACT 510 ACCOUNTING THEORY FOR MANAGEMENT DECISIONS (4 CREDITS)
This course addresses managerial accounting and highlights accounting information for planning, organizing, directing and controlling organizational decision making processes. Managerial accounting topics include, but are not necessarily limited to: (1) cost behavior, (2) cost-volume profit (3) budgeting set-up and analysis, and (4) computer applications in managerial accounting. This course uses various computer applications and requires students to critically analyze various managerial accounting issues. Prerequisite: MGT 510, QNT 550

ACT 560, INTERNATIONAL ACCOUNTING (4 CREDITS)
An in-depth review and analysis of various global accounting standards and current implementation processes multi-national enterprises faces. This course compares and contrasts historical development of various geographic regional accounting standards development, current accounting standards and explores multi-national enterprises’ accounting and reporting strategies for operating on a global scale. Prerequisite – ACT 510

ACT 610, CONTEMPORARY FINANCIAL REPORTING ISSUES (4 CREDITS)
This course focuses on various interpretations of areas of generally accepted accounting procedures and their application to multi-national enterprises. Prerequisite – ACT 510

ACT 640, CORPORATE GOVERNANCE AND REPORTING (4 CREDITS)
An in-depth review and analysis of theories of corporate governance, their theoretical foundations, and current best practices for public, private and not-for-profit organizations. This course explores the development of agency theory and its reliance on corporate governance for stewardship and stakeholder communication and development. The course also explores reporting standards and compliance with Sarbanes-Oxley as well as other convergence issues and initiatives. Prerequisite – ACT 510

CSC 550 DATA MINING (4 CREDITS)
This course provides students with the key concepts and tools to turn raw data into useful intelligence. A broad spectrum of business situations will be considered for which the tools of classical statistics and modern data mining have proven their usefulness. The course covers data mining techniques, their application and their usage. Data mining software is used extensively in this course. Prerequisite: MGT 510 (same as MPM 671)

CSC 560 ELECTRONIC COMMERCE AND INTRANET DEVELOPMENT (4 CREDITS)
A problem-set case study and journal driven course that examines the modern aspects of conducting commercial activities through electronic means. Topics include traditional means of conducting commerce using electronic technology, Internet, intranets, public databases, semi-private networks, and other telecommunications vehicles. Commercial Web page design and implementation are featured. Prerequisite: MGT 510 or concurrent

CSC 565 E-COMMERCE WEB APPLICATION DEVELOPMENT (4 CREDITS)
This course introduces concepts in programming web application servers. Students study the fundamental architectural elements of programming and executing high performance, high reliability, shared applications with hands-on experience in developing these applications. Lectures are accompanied by programming assignments using Java and an advanced application development/execution environment. Students explore core technologies such as : Request/Response Protocols (HTTP/HTML), Partitioning, Data and Functional, Caching, Replication, Load Balancing, Failure Detection; Timeout and Sequence Number, Specification of Applications, Transactions (Synchronization, Recovery, Communication, Distributed), Threads, and Performance Evaluation. Specific programming technologies used include: HTML/HTTP Perl/cgi-bin, IDE (Integrated Development Environments), JavaBeans, Servlets, JSP, EJB, JDBC, and JMS. Prerequisite: MGT 510 or concurrent

CSC 570 B2B AND B2C ELECTRONIC COMMERCE (4 CREDITS)
This course concentrates on content and solutions necessary to design, develop, and conduct business-to-business (B2B) and business-to-consumer (B2C) transactions in information, goods, services and/or funds. The course provides the foundation of theoretical and practical skill sets used in understanding and developing electronic strategies and concepts for managing and delivering business solutions over the web, specifically Internets, intranets, and extranets. Presentations and case studies are used to develop critical-thinking skills. Prerequisite: CSC 530

CSC 610 INFORMATION SYSTEMS DEVELOPMENT (4 CREDITS)
Today computers are creating major impacts on how managers make decisions on how companies compete successfully in the market place. In this course, students learn about the IS development process in a step-by-step manner. First students learn to identify areas of problems or opportunities for IS development. Based on the life cycle concept of IS development, students learn to evaluate the feasibility of proposed IS projects, and then proceed to determine the information required to make more effective decisions. Using a set of tools, students learn to model an existing system and then create an improved system and also study the use and development of decision support systems for chief executive officers. A mixture of lectures and case discussions are used to discuss project-management concepts in the context of IS development. Oral and written communication skills are emphasized in course assignments. Prerequisite: MGT 510
CSC 621 BUSINESS DATA COMMUNICATIONS AND NETWORKING (4 CREDITS)
This course introduces data communications and networking. Topics include transmission media, analog and digital signals, communication standards, LANs, contention strategies for shared transmission media, error detection and correction, multiplexing, flow control, network topologies and security, among other topics. Applications of data communications and networking to business strategy and operations are also stressed through the course. Prerequisite: MGT 510

CSC 630 DECISION SUPPORT AND EXPERT SYSTEMS (4 CREDITS)
This course introduces the planning, design, and implementation of decision support systems (DSS) and expert systems (ES). Problem sets, case studies, and journal articles are used to examine topics such as end-user computing, the evaluation and selection of DSS generators and ES shells, group support systems, and neural network. Students gain hands-on experience using DSS generators, prototyping languages and ES shells. Prerequisite: MGT 510

CSC 635 COMPUTER SECURITY AND LEGAL ISSUES (4 CREDITS)
The basis of electronic commerce is an infrastructure for providing reliable transactions in which payments and products are directed properly without risk of interception or tampering. This course is an overview of methods that management must utilize to assure genuine, secure and confidential transmissions of information across networks. It includes principles of digital cryptography and public-key cryptosystems, cryptographic standards, DES government security policy, digital signatures, digital escrow certification, secure communications, secure hardware, intrusion detection and countermeasures, pass-word attacks, virus detection and removal, copy and counterfeit detection, digital watermarks, electronic notaries, privacy, and anonymity. These security devices have no value standing alone. There are elements of a larger security system that delivers reliable, authentic, and confidential transactions. This course focuses on the appreciation of how a secure system needs to be set up and maintained both within the host computer and across the Internet. Prerequisite: MGT 510 or concurrent

CSC 680 INTEGRATIVE MSMIT CAPSTONE (4 CREDITS)
The goal of this course is to develop the student's management skills by giving an integrated perspective of the entire business operation. In terms of specifics, topics will include: develop strategic planning and execution skills within a rapidly changing environment; crystalize the linkages between business decisions and financial performance; instill a bottom line focus and the simultaneous need to deliver customer value; internalize how important it is to line focus and the simultaneous need to deliver customer value; internalize how important it is to use market data and competitive signals to adjust the strategic plan and more tightly focus business tactics; and experience the challenges and rewards of the entrepreneur by starting up and running a new business venture. Prerequisites: CSC 550, CSC 610, FIN 540, LDR 550, MGT 590

CMM 510 INTERPERSONAL AND INTERGROUP CONFLICT ANALYSIS (4 CREDITS)
This course is designed to introduce students to the basic concepts of conflict and conflict management. It begins with a paradigmatic shift from conflict is negative to conflict happens; it is the way it is managed that determines if it is positive or negative. All conflicts have elements of interpersonal conflict because they involve people and human interactions. This course will describe factors, such as avoidance and escalation, which lead to destructive conflict. It will explain how communication and perceptions may inhibit positive management, and present concepts and models that help students uncover underlying interests, analyze conflict situations, and know when to bring in a neutral third party to resolve the conflict. Prerequisite: None (This is the first course students in the MSCM or Graduate Certificate in CM program will take)

CMM 515 CONFLICT THEORIES (4 CREDITS)
This course provides students with an interdisciplinary perspective on conflict. It presents micro theories about the nature of conflict and approaches to conflict management. This course allows students to step outside their normal employment applications to broaden their contextual thinking abilities. Theories presented include cooperation, competition, justice, power, trust, communication, gender, emotions, personality, change, aggression, culture, group, and organizational. Prerequisite: MGT 510

CMM 521 MANAGING ORGANIZATIONAL CONFLICTS (4 CREDITS)
This course is designed to help students understand how unmanaged conflict can divert a manager's attention and prevent the organization from accomplishing its stated vision and mission. Strong emphasis is placed on 1) how unmanaged conflict can sabotage the organizational vision, 2) why effective managers need to develop strong conflict management skills, and 3) what managers can do to develop not only their own conflict management skills, but also help others in the organization develop effective skills. Prerequisite: MGT 510

CMM 530 FAMILY CONFLICT AND MEDIATION (4 CREDITS)
This elective course surveys the broad spectrum of U.S. family conflicts. Special attention is given to how family conflicts, including divorce, child custody, wills, and probate, appear in family and civil courts. Mediation methods discussed include mediator objectivity, communication with legal representatives, the role of children in interest-based applications, and cooperation with the courts. Prerequisite: MGT 510

CMM 540 CONFLICT AND CULTURE (4 CREDITS)
This course presents cultural theories relevant to the field of conflict management. It examines the nature and meaning of conflict and the assessment of conflict situations from a cross-cultural point of view. Culture plays an integral part in human interaction, and the role of culture presents unique challenges for conflict management specialists in today's ever-changing world. Often people in conflict situations assume everyone shares the same reality, and that expectation exacerbates their differences. Understanding and appreciating cultural differences, at individual, sociological, and organizational levels can facilitate enhanced communication and problem-solving. Prerequisite: MGT 510
CMM 542 CONFLICT COACHING FOR LEADERS (4 CREDITS)
This elective course presents theories associated with conflict coaching, discusses appropriate uses and models of coaching strategies, employs a needs assessment for conflict coaching, and applies a conflict model of coaching. Conflict coaching is one tool leaders and managers can use to help the parties understand that engaging in the management process will help them, as well as the organization. Conflict coaching helps the parties analyze conflict situations, determine a conflict management strategy, and develop skills to employ the strategy. Prerequisite: None

CMM 550 NEGOTIATION IN CONFLICT MANAGEMENT (4 CREDITS)
This course will explore techniques employed in negotiation, studying processes and skills associated with successful negotiation, ethical issues, the use of power, and the role of persuasion in negotiation. Students will be able to describe the role of effective negotiation in conflict management skills as they apply to the workplace and to conflict management processes. Prerequisite: MGT 510

CMM 557 FACILITATION THEORY AND PRACTICE (4 CREDITS)
This course will help students learn to facilitate the unique dynamics of group problem-solving. It will explore obstacles to communication, examine the role of the facilitator in group problem-settings, and identify desirable facilitator skills and styles. Students will review current research on facilitation methods and approaches, with an emphasis on skills, methods, and approaches for problem-solving and consensus building. Prerequisite: MGT 510

CMM 561 ORGANIZATIONAL SYSTEMS ANALYSIS AND DESIGN (4 CREDITS)
This is a survey course covering the sources of conflict, philosophic frameworks for understanding conflict, its effects on individuals and groups, conflict assessment tools and approaches to the systems design and conflict management in organizations. Students will be able to describe the historical antecedents for organizational conflicts, evaluate conflict scenarios in groups, apply assessment tools for measuring and evaluating organizational management, and design an effective organizational strategy for managing conflict. Prerequisite: MGT 510

CMM 691 CONFLICT MANAGEMENT PRACTICUM (4 CREDITS)
Students may elect to take a practicum. This course provides guided learning, mentored experiences, and on-the-job knowledge and skills. Prerequisites: (1) Submission of a completed Practicum Plan; (2) Completion of all core courses; (3) petition and approval of the Dean of Conflict Management programs; (4) satisfactory completion of prior coursework.

CMM 695 CONFLICT MANAGEMENT CAPSTONE (4 CREDITS)
This capstone course is designed to give students an opportunity to integrate theoretical concepts and practical application to demonstrate mastery of the core CMM courses. This course will review the myriad of areas where conflict occurs, including interpersonal (family and relationships), organizational, and societal. It takes a critical analysis and problem-solving approach to conflict management, and it incorporates self-awareness, communication, negotiation, group dynamics, and cultural conflicts. Prerequisites: All core MSCM courses

ECO 510 MANAGERIAL ECONOMICS (4 CREDITS)
In this course we will apply economic theory to managerial decision-making. We will employ many of the traditional tools of microeconomics and see how they can be used to analyze practical business problems. We will pay particular attention to the strategy of firms in the marketplace. Prerequisite: MGT 510, QNT 550

FIN 540 MANAGERIAL FINANCE (4 CREDITS)
This course focuses on the basis for financial decision making in terms of the underlying principles of economics. The emphasis is placed on capital budgeting decisions, financial structure, dividend policy, analysis of financial statements, cost of capital, and capital budgeting. In-class activities include financial case studies of business firms, problem solving, and group interaction. Prerequisite: MGT 510, QNT 550

FIN 542 FINANCE FOR EXECUTIVES (4 CREDITS)
An in-depth look that surveys the principles and tools executives need to know in order to manage for value creation. The course reviews the technique executives use to assess a firm's financial health, evaluate and plan its future development, and make decisions that enhance its chances of survival and success. The case method approach is utilized to apply the principles learned to actual company situations. Prerequisite: None

HCA 510 HEALTHCARE SYSTEMS MANAGEMENT (4 CREDITS)
Examines status and changes in the healthcare industry, including the forces and policies shaping it's performance. Students will examine the complex organizational dynamics and structures of healthcare systems, the role of public policy in healthcare, and the changing relationship among payers, providers, and suppliers. Prerequisite: MGT 510 or concurrent

HCA 535 HEALTHCARE INFORMATION SYSTEMS (4 CREDITS)
Examines health care information systems with specific focus on electronic medical records and the role of health information technology in supporting business decisions. Focus is placed on planning, designing and implementing decision support systems (DSS) and expert systems (ES) in a healthcare environment as well as with systems designed to secure health-related information. Prerequisite: MGT 510 or concurrent

HCA 545 HEALTHCARE FINANCE (4 CREDITS)
Provides students with both a macro overview of the principle financial mechanisms in place across the U.S. and specific insights into the critical financial issues the industry currently faces. Emphasizes the practical financial analysis skills to use for immediate application in the healthcare industry. Prerequisite: MGT 510, QNT 550

HMS 510 EVENT AND TOURISM MANAGEMENT (4 CREDITS)
This course identifies and analyzes the fundamental issues that are faced in the planning, designing and implementing decision support systems. Emphasis is placed on developing skills needed for planning and developing programs and events, identifying criteria and requirements for site selection, managing exhibits, volunteers and budgets, and planning event and tourism projects from the inception to the execution stages. Prerequisite: MGT 510, QNT 550
HMS 545 REVENUE MANAGEMENT IN HOSPITALITY (4 CREDITS)
This course deals revenue and cost management issues and problems in the hospitality industry. Topics covered include yield management, revenue maximization, and cost drivers in the context of hospitality industry. Emphasis is placed upon current issues/trends in revenue management systems and on identifying, analyzing, and minimizing cost drivers specific to the hospitality industries. Prerequisite: MGT 510, QNT 550

HMS 575 RESTAURANT BRAND DEVELOPMENT AND MANAGEMENT (4 CREDITS)
This course examines how leading restaurants and restaurant chains apply marketing principles to develop branding strategies, create and retain customers, and manage strong brands. Special attention is given to the packaging, pricing, channels of distribution, advertising, and selling functions of high-end restaurants and restaurant chains. Prerequisite: MGT 510, QNT 550

HRL 520 WORKFORCE PLANNING AND STAFFING (4 CREDITS)
This course will explore the strategic staffing needs of the organization. Key topics include talent assessment, developing staffing forecasts, sourcing tactics, selection issues, succession planning, retention, metrics and integrating staffing activities with diversity and equal employment opportunity. Prerequisites: MGT/HRL 580 and LAW 545 or concurrent

HRL 530 HUMAN RESOURCE DEVELOPMENT (4 CREDITS)
This course is designed to examine the practical strategies for developing human resources and improving performance at the individual and organizational levels. The emphasis in this course is on learning theory and techniques, employee development and performance improvement strategies and systems. Prerequisite: MGT510 and MGT/HRL 580

HRL 540 COMPENSATION, BENEFITS AND SECURITY (4 CREDITS)
The primary focus of this course is on the total reward system to retain a company's human capital and successfully compete with other employers in the ongoing war for talent. In addition, health, safety, and security will be discussed. Students completing this course will have a practical, comprehensive understanding of compensation, benefits and safety/security programs, as well as the knowledge to successfully execute such programs in the workplace. Prerequisite: MGT510 and MGT/HRL 580

HRL 580 STRATEGIC HUMAN RESOURCE MANAGEMENT (4 CREDITS)
The focus of Strategic Human Resource Management is organizational capacity, i.e. the company's infrastructural and extra structural resources, which is fundamental to developing and sustaining the company's competitive advantage. Students examine, model, and play with the central elements of 21st century SHRM: organizational design (e.g. flexible organizations, boundary less organizations) inter-organizational cooperation (e.g. networks, strategic alliances, outsourcing), and organizational development (e.g. knowledge organizations, organizational change). Prerequisite: MGT 510

HRL 610 EMPLOYEE AND LABOR RELATIONS (4 CREDITS)
This course focuses on the laws governing labor relations and employee rights in the workplace. Historical perspectives concerning HR and labor relations will be addressed in addition to the following: collective bargaining, union organizing, decertification of the union, laws against discrimination, disability law, privacy, handling EEOC complaints, guiding and counseling employees, conflict resolution in the workplace and employment litigation. Prerequisites: MGT510, MGT/HRL 580 and LAW 545 or concurrent

HRL 620 HR ANALYTICS AND TECHNOLOGY (4 CREDITS)
Using an evidence-based approach to managing the human capital function, this course will explore HR management systems and databases, e-recruiting and other e-HR processes, and related topics such as metrics, workforce analytics and strategic HR measurement. In addition, specific topics will be explored in depth using information technology as a managerial decision-making tool in areas such as strategy, employment discrimination, training, and compensation. Prerequisite: MGT 510 and MGT/HRL 580

HRL 630 DIVERSITY AND INCLUSION (4 CREDITS)
This course explores dimensions of diversity as it pertains to the workplace. It focuses upon the role the human resources professional plays in leading diversity initiatives, managing diversity-related programs, applying inclusive approaches, and ensuring best practices with regard to selection, development, teamwork and leadership for a healthy and collaborative workplace. Prerequisite: MGT510 and MGT/HRL 580

HRL 660 ORGANIZATIONAL EFFECTIVENESS (4 CREDITS)
This course examines the various tools, interventions and techniques to improve an organization's ability to achieve results. Topics include, but are not limited to, organizational design and development, technology innovations, human resource metrics, change management, knowledge management, employee involvement, leadership development and process improvement techniques. Prerequisite: MGT510 and MGT/HRL 580

HRL 680 GLOBAL HUMAN RESOURCE MANAGEMENT (4 CREDITS)
This course links the global marketplace with human capital strategies. Major topics include: outsourcing/off-shoring, staff planning, preparing and training employees that will be working overseas, expatriate issues for employees and their families, international implications of compensation and benefits strategies, differences in labor laws, cultures and governance. Prerequisite: MGT510 and MGT/HRL 580

HRL 690 INTEGRATIVE MSHRL CAPSTONE (4 CREDITS)
The capstone is the culmination of all the knowledge and skills acquired throughout the MSHRL program. In partnership with SHRM, this course will incorporate the SHRM Learning System's HR body of knowledge for human resource professionals and will integrate case studies and real-world HR applications. Prerequisite: Last quarter course.

LAW 545 EMPLOYMENT LAW (4 CREDITS)
Examines the implications that analysis of seminal statutory and case law hold for present and future human resource practices, policies, liabilities, and procedures. Analysis of leading-edge developments in employment laws and their applications are discussed. Prerequisite: MGT 510 or concurrent
LDR 550 LEADERSHIP AND TEAM DEVELOPMENT (4 CREDITS)
This class will be a study of the many facets and aspects of leadership theory with application for individual skill, team dynamic and strategic organization development. The class covers such topics as the evolution of leadership theory, why leadership is important, and the important differences between management and leadership. Information and materials will include sources of leader power, communication, conflict and networking methods, and transformational change processes. Prerequisite: MGT 510

MGT 510 MANAGERIAL COMMUNICATION SKILLS (4 CREDITS)
This course enhances the student’s professional business writing skills within managerial contexts. The course is designed to help students analyze business communication problems and formulate strategies for presenting the solution clearly, concisely, and persuasively. The specific objective is to guide students through the research writing process for a formal business report. Prerequisite: None

MGT 511 MANAGERIAL ETHICS (4 CREDITS)
This course helps students recognize and respond to ethical issues which occur in managerial settings. Case studies will be used to simulate reflection on individual and societal moral values and to help students identify recurring problems of values arising in their managerial settings. The course focuses also on how ethical issues arise in the practice of management and how the use of ethical theory can be employed to clarify these issues. Prerequisite: MGT 510

MGT 521 MANAGING ORGANIZATIONAL CONFLICT (4 CREDITS)
This course is designed to help students understand how unmanaged conflict can divert a manager’s attention and prevent the organization from accomplishing its stated vision and mission. Strong emphasis is placed on 1) how unmanaged conflict can sabotage the organizational vision, 2) why effective managers need to develop strong conflict resolution skills, and 3) what managers can do to develop not only their own conflict resolution skills, but also help others in the organization develop effective skills. (Same as CMM 521) Prerequisite: MGT 510

MGT 545 LEADERSHIP AND TEAM DEVELOPMENT (4 CREDITS)
This class will be a study of the many facets and aspects of leadership theory with application for individual skill, team dynamic and strategic organization development. The class covers such topics as the evolution of leadership theory, why leadership is important, and the important differences between management and leadership. Information and materials will include sources of leader power, communication, conflict and networking methods, and transformational change processes. (Same as LDR 550) Prerequisite: MGT 510

MGT 561 ORGANIZATIONAL SYSTEMS ANALYSIS AND DESIGN (4 CREDITS)
This course is designed to prepare students to analyze organizations and the effectiveness of their designs. It integrates concepts and models from organizational theory and conflict management with changing events in the real world of organizations. The course enables students to: apply theoretical frameworks to actual organizational problems in order to solve real-life problems, conduct a systematic and critical analysis of how organization’s structure affects organizations’ effectiveness, analyze systems design, and determine whether organizational structures are designed to achieve optimal effectiveness. Students will be able to apply assessment tools for measuring and evaluating organizational systems and design. Prerequisite: MGT 510

MGT 571 COMPETING IN DOMESTIC AND INTERNATIONAL MARKETS (4 CREDITS)
This course explores the role of capital markets and corporate financial policies in shaping a firm’s future competitiveness in global markets, the identification of appropriate boundaries for a firm including strategic alliances and the degree of diversification. Prerequisite: MGT 510

MGT 580 STRATEGIC HUMAN RESOURCE MANAGEMENT (4 CREDITS)
The focus of Strategic Human Resource Management is organizational capacity building, i.e. the company’s infrastructural and extra structural resources, which is fundamental to developing and sustaining the company’s competitive advantage. Students examine, model, and play with the central elements of 21st century SHRM: organizational design (e.g. flexible organizations, boundary less organizations), inter-organizational cooperation (e.g. networks, strategic alliances, outsourcing), and organizational development (e.g. knowledge organizations, organizational change). Prerequisite: MGT 510 or concurrent

MGT 590 PROJECT MANAGEMENT (4 CREDITS)
This course is a multi-disciplinary examination of practices of planning and implementing major projects in work organizations. Concepts and practices are drawn from telecommunications, marketing, operations management, and MIS. Prerequisite: MGT/HRL 580 or concurrent

MGT 610 STRATEGIC LOGISTICS AND SUPPLY CHAIN MANAGEMENT (4 CREDITS)
This course essentially deals with flows, the movement of both materials and information. The most important topic is how logistics and supply chain management (LSCM) fits into an enterprise’s competitive strengths. Addresses how LSCM functions might be organized and managed in an age of rapid deployment of advancing information technology and business process reengineering. Prerequisite: MGT 510

MGT 620 OPERATIONS STRATEGY (4 CREDITS)
This course introduces students to the available techniques used to evaluate operating efficiency and effectiveness which emphasizes the service sector. The course covers key service business principles. Students gain an understanding of how to successfully manage operations through a series of case studies on various industries and covering applications in yield management, inventory control, waiting line management, project management, site selection, performance evaluation and scoring systems. Public sector and private sector contexts of service operations management are covered in the course. Prerequisite: MGT 510, QNT 550
MGT 650 ORGANIZATIONAL EFFECTIVENESS (4 CREDITS)
This course examines the various tools, interventions and techniques to improve and organization’s ability to achieve results. Topics include, but are not limited to, organizational design and development, technology innovations, human resource metrics, change management, knowledge management, employee involvement, leadership development and process improvement techniques. (Same as HRI 660) Prerequisite: MGT/HRL 580

MGT 680 INTEGRATIVE MANAGEMENT CAPSTONE (4 CREDITS)
The goal of this course is to develop the student’s management skills by giving an integrated perspective of the entire business operation. Topics will include: develop strategic planning and execution skills within a rapidly changing environment; crystallize the linkages between business decisions and financial performance; instill a bottom line focus and the simultaneous need to deliver customer value; internalize how important it is to use market data and competitive signals to adjust the strategic plan and more tightly focus business tactics; and experience the challenges and rewards of the entrepreneur by starting up and running a new business venture (equivalent to CSC 680). Prerequisites: Last Quarter

MKT 570 MARKETING STRATEGY AND IMPLEMENTATION (4 CREDITS)
This course is designed to develop a comprehensible integrated knowledge of a broad field of marketing. It synthesizes material presented in basic marketing classes; however, the major emphasis is on the systematic, analytical problem solving and the dynamics of decision making as faced by marketing managers. Using case analysis and group projects, students solve complex marketing problems. Prerequisite: MKT 510 or concurrent

MKT 580, GLOBAL MARKETING MANAGEMENT (4 CREDITS)
This course studies the recent phenomenon and theories of global markets and opportunities, globalization drivers, global brands and services, global consumer cultures, global marketing strategies and tactics, and global market shares. Case analysis of major global companies in the industrial and consumer goods sectors are undertaken. Specific global marketing strategies addressed include: global strategic alliances; globalization versus localization; standardization versus customization of products and services.

MKT 610, STRATEGIC MARKETING (4 CREDITS)
The course allows students to develop skills in dealing with strategic marketing problems found in both profit and nonprofit settings. The focus is on developing a framework for strategic marketing plans with emphasis on consumer and environmental analysis. Marketing segmentation, product positioning, marketing responsiveness, and competitive reaction will be explored. Exercises and case studies of firms’ activities involving various aspects of marketing such as pricing, outsourcing, and promotion will also be used throughout the course.

MKT 620, BRAND MANAGEMENT (4 CREDITS)
This course examines the broad topic of brand equity and brand management, both critical to an effective marketing strategy and building relationships with stakeholders such as customers, suppliers, and partners. This course explores the importance of brands, what they mean to consumers, and, most importantly how they should be managed to the greatest benefit of the organization, whether that be a consumer business, B2B, or not-for-profit.

MKT 620 BRAND MANAGEMENT (4 CREDITS)
This course examines the broad topic of brand equity and brand management, both critical to an effective marketing strategy and building relationships with stakeholders such as customers, suppliers, and partners. This course explores the importance of brands, what they mean to consumers, and, most importantly how they should be managed to the greatest benefit of the organization, whether that be a consumer business, B2B, or not-for-profit.

MKT 670 INTEGRATIVE STRATEGIC MANAGEMENT (4 CREDITS)
This course examines the broad topic of brand equity and brand management, both critical to an effective marketing strategy and building relationships with stakeholders such as customers, suppliers, and partners. This course explores the importance of brands, what they mean to consumers, and, most importantly how they should be managed to the greatest benefit of the organization, whether that be a consumer business, B2B, or not-for-profit.

GRADUATE SCHOOL COURSE DESCRIPTIONS
MPM 550 PUBLIC POLICY ECONOMIC ANALYSIS (4 CREDITS)
This course examines concepts of microeconomic behavior of producers, consumers, and government agencies are applied to specific policy areas. The effects of policy alternatives are assessed by such criteria as efficiency and equity of resource allocation, impact on income distribution, and effectiveness in achieving public policy goals. Prerequisite: MGT 510 and QNT 550

MPM 551 JUSTICE AND PUBLIC SAFETY ADMINISTRATION POLICY ANALYSIS (4 CREDITS)
This course is an overview of policy implementation and effectiveness in the Justice and Public Safety Administration Systems. This includes the criminal and juvenile justice systems, fire protection, emergency management system and other systems of social control. Policies are considered on an informal and formal level with special attention to ways in which research can be used to evaluate and inform the creation and successful implementation of crime related policies. Prerequisites: MGT 510 and QNT 550

MPM 580 LEADING EDUCATIONAL ORGANIZATIONS (4 CREDITS)
This course examines the similarities and differences between educational organizations and other public organizations. Students will analyze the internal and external factors that affect the structure, function, policies and culture of educational organizations and the roles of leaders in those organizations. Prerequisite: MGT 510 and QNT 550

MPM 581 MANAGING EDUCATIONAL TECHNOLOGY (4 CREDITS)
This course examines technologies that enhance the teaching, learning, communication and administration within educational organizations. These include enterprise resource planning, learning management systems, classroom-based technologies and e-learning. Students will analyze issues and decisions faced by those who oversee technology at the organizational level. Prerequisite: MGT 510 and QNT 550

MPM 582 EDUCATIONAL INNOVATION AND ENTREPRENEURSHIP (4 CREDITS)
This course examines how public managers may benefit from trends, models and ideas outside the traditional public sector. Students will analyze for-profit versus non-profit institutions, charter schools, open education initiatives, public-private partnerships, online and hybrid learning, education reform and other topics within a context of educational change and entrepreneurship. Prerequisite: MGT 510 and QNT 550

MPM 590 PROJECT MANAGEMENT (4 CREDITS)
This course provides an overview of the theory and practice of managing projects in any organization. Emphasis is on leadership in project management: managing projects or tasks in a team environment; building teams; and utilizing communication, organization and conflict management skills. Discussion covers the various phases of a project, including initiating, planning, executing, monitoring and controlling, and closing the project. Project management knowledge areas are examined and linked to industry practices for successful management of projects. The goal is to gain a solid understanding of how to successfully manage each phase of the project life cycle, work within organizational constraints, set goals linked directly to stakeholder needs and utilize proven project management tools to complete projects on time and within budget while meeting specifications. Prerequisites: MGT 510 and QNT 550. Same as MGT 590

MPM 670 RESEARCH METHODS FOR THE JPSA PROFESSIONAL (4 CREDITS)
This course is an introduction to the methods of research in the field of justice and public safety. It includes a review of the philosophy of science, research ethics, research methods and issues such as sampling and measurement, methods of data collection, and evaluation research. The course focuses on the particular methods and problems associated with research in the field. Prerequisites: MGT 510 and QNT 550

MPM 671 DATA MINING (4 CREDITS)
This course provides students with the key concepts and tools to turn raw data into useful intelligence. A broad spectrum of business situations will be considered for which the tools of classical statistics and modern data mining have proven their usefulness. The course covers data mining techniques, their application and their usage. Data mining software is used extensively in this course. Prerequisites: MGT 510 and QNT 550. Same as CSC 550.

MPM 672 MANAGING UNDER CONDITIONS OF RISK & UNCERTAINTY (4 CREDITS)
This course provides an in-depth analysis of risk management methodologies, from both strategic and tactical perspectives. State-of-the art tools and techniques for identifying, measuring and monitoring risks in a variety of contexts to include: project management, operational processes, financial, and supply chain. Focus is on quantitative methods of risk analysis and how a comprehensive risk management approach can enable an organization to proactively manage issues that adversely impact the successful implementation of initiatives. Prerequisites: MGT 510 and QNT 550.

MPM 680 PROGRAM AND POLICY EVALUATION (4 CREDITS)
This course focuses exclusively on strategies for successful implementation of policy solutions in a competitive policy environment and on mechanisms for evaluating program success. This course, taken near the conclusion of the MPM program, requires students to evaluate a public program or public policy to include managerial, economic, and social consequences of a public policy and/or program evaluation. Prerequisite: Last Quarter of Program

QNT 550 ADVANCED QUANTITATIVE METHODS (4 CREDITS)
Reintroduces statistical methods for improving decision making under uncertainty. Topics include introduction to probability, random variables, probability distributions, statistical inferences, correlation, regression, time series analysis, and forecasting techniques. Prerequisite: MGT 510 or concurrent
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For students participating in the International CPT Program, please refer to the section “International Studies Ph.D. CPT Program” for more information on additional requirements.

MANAGEMENT CORE (20 CREDITS)

MGT 711 ORGANIZATIONS AND THE EXTERNAL ENVIRONMENT (4 CREDITS)
This course analyzes the behavior of organizations and how they adapt to and make strategic choices in their external environments. The course draws upon cross-institutional theories and empirical studies and focuses on the ecology of organizations, how internal characteristics condition external relations, and how environments influence internal processes. Prerequisite: None

MGT 712 SEMINAR IN STRATEGIC MANAGEMENT (4 CREDITS)
This course explores the development of strategic management theory. Topics include the historical development of the foundational literature of strategy, theory development, and empirical research in strategy. Prerequisites: None

MGT 713 INDIVIDUAL AND GROUP BEHAVIOR IN ORGANIZATIONS (4 CREDITS)
This course focuses on individual and small group behavior in organizational settings. Topics include social influence, group composition and group performance, goals, structure, roles, power, authority, decision making, and leadership. Prerequisite: None

MGT 714 SEMINAR IN HUMAN CAPITAL MANAGEMENT (4 CREDITS)
This course provides a detailed examination of the theory and practice of strategically managing human capital within an organization. Topics covered will include strategic people management, workforce planning and employment, employee development and retention, total rewards, employee and labor relations, risk management, and the creation and use of HR metrics to drive results. Prerequisites: None

MGT 715 MANAGING INNOVATION AND CHANGE IN ORGANIZATIONS (4 CREDITS)
This course adopts a capabilities-based view of the firm, drawing from industrial organization economics, organizational theory, and strategy perspectives. The goal of the course is to identify the sources of innovative success and failure inside corporations, and how companies can develop and sustain a capability to innovate. Prerequisite: None

CONFLICT MANAGEMENT CONCENTRATION COURSES (16 CREDITS)

CMM 721 PHILOSOPHICAL AND SOCIAL ISSUES IN CONFLICT MANAGEMENT (4 CREDITS)
Students will study philosophical and social issues that will help them understand and practice conflict management. Topics include how paradigms of peace, collaboration, justice, objectivity, power, violence, and ethics influence conflict management. Prerequisite: None

CMM 724 ORGANIZATIONAL CONFLICT MANAGEMENT ANALYSIS AND INTERVENTION (4 CREDITS)
Students will study dynamic nature of conflict within organizations and their relevance for preventing, managing, and resolving conflicts in the workplace. Topics include theories of interpersonal and intergroup conflict, emotional intelligence theories, gender, cultural, and generational theories, and theories of emotional and physical violence. The course will also explore risk analysis and intervention settings. Prerequisite: Second year of full-time course work or equivalent.

CMM 728 CONTEMPORARY ISSUES IN CONFLICT MANAGEMENT (4 CREDITS)
This course focuses on the major contemporary issues in conflict management and assists students in selecting topics for research. The course surveys current knowledge and reviews the mechanisms for generating and communicating this knowledge in the field of strategy. Topics may cover a wide array of areas of current relevance to strategy research. Prerequisite: Second year of full-time course work or equivalent.

CMM 729 DIRECTED READINGS IN CONFLICT MANAGEMENT (4 CREDITS)
This course examines current theoretical and empirical research relating to emerging areas of knowledge in the conflict management field and assists students in locating and referencing their research. Reflecting the emphasis of current research on conflict management, topics may vary based on individual student interests and research agendas. Prerequisite: Second year of full-time course work or equivalent.

HUMAN RESOURCE LEADERSHIP CONCENTRATION COURSES (16 CREDITS)

HRL 721 HIGH-PERFORMANCE HUMAN RESOURCE LEADERSHIP (4 CREDITS)
This course will explore the skills and competencies required to lead individuals and teams, manage change, build consensus, align and motivate staff, and elicit support from key senior managers and leaders with the primary goal of creating and sustaining a high-performing organization. This course examines five key challenges for HR and other key leaders: (1) Choosing and producing results: How can HR leaders determine the results they will produce and develop effective strategies for delivering them? (2) Seizing and creating opportunities: How can HR leaders recognize or shape events and attitudes to foster the desire and capability to improve performance? (3) Measuring performance: How can HR leaders measure their company’s results and use such measures to learn how to improve performance? (4) Motivating individuals and energizing teams: How can HR leaders inspire people in a variety of organizational arrangements to pursue organizational purposes creatively? (5) Capitalizing on success: How can HR leaders use initial results to create an environment for accomplishing more? Other topics which will be discussed include concepts of leadership, how leaders are different from managers, leadership style and why it is important, the tools required to influence people, when to be a sponsor versus an agent of change, the management of conflict, and strategies for leading and communicating with bosses, colleagues, and subordinates.
HRL 724 WORKFORCE ANALYTICS AND TECHNOLOGY (4 CREDITS)
This course focuses on the interface of an organization's human resource function with computer technology. Specifically, the course will examine the use of computers and software as tools to analyze and assist in decision-making with respect to the effective utilization of the human capital in an organization. Using an evidence-based approach to managing the function, this course will explore HR management systems and databases, e-recruiting and other e-HR processes, Web 2.0 applications, and related topics such as metrics, workforce analytics and strategic HR. In addition, specific human resource topics will be explored in depth using information technology as a managerial decision-making tool in areas such as strategy, selection, employment discrimination, training, and compensation.

HRL 728 CONTEMPORARY ISSUES IN HUMAN RESOURCE LEADERSHIP (4 CREDITS)
This course focuses on the major contemporary issues in research into Human Resource leadership issues and assists students in selecting topics for research. The course surveys current knowledge and reviews the mechanisms for generating and communicating this knowledge in the field of human resources. Topics may cover a wide array of areas of current relevance to human resource research.

HRL 729 DIRECTED READINGS IN HUMAN RESOURCE LEADERSHIP (4 CREDITS)
This course examines current theoretical and empirical research relating to emerging areas of knowledge in the field of Human Resource leadership and assists students in locating and referencing their research. Reflecting the emphasis of current research on strategic and organizational phenomena, topics may vary based on individual student interests and research agendas.

INFORMATION TECHNOLOGY MANAGEMENT CONCENTRATION COURSES (16 CREDITS)

CSC 722 DATA MINING AND BUSINESS INTELLIGENCE (4 CREDITS)
Corporations today are said to be data rich but information poor. Data mining techniques can help companies discover knowledge and acquire business intelligence from these massive data sets. This course will cover data mining for business intelligence. Data mining refers to extracting or “mining” knowledge from large amounts of data. It consists of several techniques that aim at discovering rich and interesting patterns that can bring value or “business intelligence” to organizations. Examples of such patterns include fraud detection, consumer behavior, and credit approval. The course will cover the most important data mining techniques - classification, clustering, association rule mining, visualization, prediction - through a hands-on approach. Prerequisite: None

CSC 724 KNOWLEDGE MANAGEMENT (4 CREDITS)
Knowledge management (KM) can be defined as a strategy for improving organizational performance through a set of processes, tools, and incentives designed to help people to create, share, and integrate knowledge. Information systems that support KM efforts are collectively known as Knowledge Management Systems (KMS). To understand the purpose and functioning of KMS within organizations requires a solid understanding of KM from both operational and strategic standpoints. This course thus builds a foundation for understanding KMS by establishing an awareness of the core underlying issues that must be addressed in any KM initiative. With a firm grounding in KM, students can develop an integrated perspective of how technology can help (or hinder) organizational performance. The objectives of this course are 1) to understand what KM is and how it can enhance organizational performance; 2) to outline various types of IT solutions to KM problems; and 3) to explore the challenges associated with deploying these solutions and identify strategies and tactics for addressing these challenges. Prerequisite: None

CSC 728 CONTEMPORARY ISSUES IN INFORMATION TECHNOLOGY MANAGEMENT STRATEGY (4 CREDITS)
This course focuses on the major contemporary issues in information technology research and assists students in selecting topics for research. The course surveys current knowledge and reviews the mechanisms for generating and communicating this knowledge in the field of information technology. Topics may cover a wide array of areas of current relevance to information technology research. Prerequisite: Second year of full-time course work or equivalent.

STRATEGIC MANAGEMENT CONCENTRATION COURSES (16 CREDITS)

MGT 721 INDUSTRY STRUCTURE AND COMPETITIVE STRATEGY (4 CREDITS)
This course approaches the topic of competitive strategy using an industrial organizational economics framework. Topics include strategy formulation and execution, market structure and competition, entry and exit strategies, strategic groups, buyer and supplier power, and methods for assessing the strength of competition. The course draws primarily on empirical studies drawn from the industrial organizational economics and strategy literatures. Prerequisite: None

MGT 726 SEMINAR IN STRATEGY AND PUBLIC POLICY (4 CREDITS)
This course explores the roles of business organizations as pertaining to the external political and social environments and the implications for business managers including market failures, political failures, equity and social issues, and the effects of public policy on business activities. Special emphasis will be given to the formulation of strategy with consideration of the political environment of business. Prerequisites: None

MGT 728 CONTEMPORARY ISSUES IN STRATEGIC MANAGEMENT (4 CREDITS)
This course focuses on the major contemporary issues in strategy research and assists students in selecting topics for research. The course surveys current knowledge and reviews the mechanisms for generating and communicating this knowledge in the field of strategy. Topics may cover a wide array of areas of current relevance to strategy research. Prerequisite: Second year of full-time course work or equivalent

Ph.D. IN MANAGEMENT COURSE DESCRIPTIONS
MGT 729 DIRECTED READINGS IN STRATEGIC MANAGEMENT (4 CREDITS)
This course examines current theoretical and empirical research relating to emerging areas of knowledge in the strategic management field and assists students in locating and referencing their research. Reflecting the emphasis of current research on strategic and organizational phenomena, topics may vary based on individual student interests and research agendas. Prerequisite: Second year of full-time course work or equivalent.

RESEARCH CORE

GRAD 710 RESEARCH DESIGN AND ANALYSIS (4 CREDITS)
This course provides an introduction to systematic inquiry and the designs, methods, and statistics used to investigate various kinds of research problems and issues. Prerequisite: None

GRAD 712 QUANTITATIVE RESEARCH AND ANALYSIS (4 CREDITS)
This course provides an opportunity to develop skill in the methods and statistics used to conduct and evaluate quantitative research studies. Prerequisite: GRAD 710

GRAD 716 QUALITATIVE RESEARCH AND ANALYSIS (4 CREDITS)
This course provides an opportunity to develop skill in the methods and statistics used to conduct and evaluate qualitative research studies. Prerequisite: GRAD 710

GRAD 718 ADVANCED QUANTITATIVE RESEARCH AND ANALYSIS (4 CREDITS)
This course prepares students for dissertations and other research projects requiring the design, collection, analysis and reporting of quantitative data. Prerequisite: GRAD 710, GRAD 712

GRAD 719 MIXED METHODS RESEARCH AND ANALYSIS (4 CREDITS)
This course prepares students to conduct research which incorporates both quantitative and qualitative design elements. The course focuses on the design, collection, analysis, integration, and reporting of mixed methodology research. Prerequisites: GRAD 710, GRAD 712, GRAD 716, and GRAD 718

MGT/CMM/CSC 795 DOCTORAL SEMINAR: PROPOSAL DEVELOPMENT (4 CREDITS)
This course allows a student to identify a research problem, conduct a review of the relevant literature, select a research design and complete a proposal for an original research project. Prerequisite: Last quarter of course work

COMPREHENSIVE EXAM, DISSERTATION AND RESIDENCIES

MGT/CMM/CSC 798 DOCTORAL COMPREHENSIVE EXAM (2 CREDITS)
Students demonstrate mastery of the concepts learned in their course work. The comprehensive exam is taken at the conclusion of Ph.D. coursework and is graded on a pass/fail basis. Prerequisite: Last quarter of course work

MGT/CMM/CSC 799 DISSERTATION (1-12 CREDITS)
Students synthesize the knowledge that they have received in their doctoral studies into an original research-based project that advances the knowledge base of their area or discipline.

MGT/CMM/CSC 797 Ph.D. PROGRAM RESIDENCY (0 CREDITS)
The Ph.D. program requires students to attend the annual residence conference held annually at the Sullivan University, Louisville campus and scheduled in conjunction with the Sullivan University faculty retreat. All students who take Ph.D.-level courses at Sullivan University are required to attend residencies for the first two years of their enrollments.

College of Pharmacy Course Index

PHARMACEUTICAL SCIENCES

PBS 504 ANATOMY AND PHYSIOLOGY (4 CREDITS)
This course is a review of the basic principles of human physiology and anatomy with applications to disease states. Prerequisite: Admission to the College of Pharmacy

PBS 505 PHARMACEUTICS I (3 CREDITS)
This course underlines the basic physiochemical principles that govern pharmaceutical systems, particularly in light of the way in which they affect dosage forms and various drug products. Prerequisite: Admission to the College of Pharmacy

PBS 506 PHARMACEUTICAL CALCULATIONS WITH LAB (3 CREDITS)
Students will be prepared to perform accurate dosage calculations for the preparation of solid and liquid dosage forms, injectable medications and extemporaneously compounded prescription products to ensure patients’ safety. Students will have time reserved to practice calculation techniques in the laboratory sessions. Prerequisite: Admission to the College of Pharmacy

PBS 511 BIOTECHNOLOGY (2 CREDITS)
This course provides an introduction to biotechnology and its relationship to pharmacy. Topics include how biotechnology is used to produce drugs, how those drugs work and the predicted potential and current limitations of biotech drugs. Prerequisite: Admission to the College of Pharmacy

PBS 513 BIOCHEMISTRY (4 CREDITS)
A review of the structure, physical/chemical properties, function and interactions of amino acids, peptides and proteins, nucleotides, and nucleic acids, carbohydrates, lipids, and hybrid molecules with an emphasis on its application to medication and clinical uses. Prerequisite: Admission to the College of Pharmacy

PBS 514 MICROBIOLOGY/IMMUNOLOGY (4 CREDITS)
A review of the principles of microbiology and immunology with an emphasis on the aspects that pertain to pharmaceutical science, pharmacotherapeutics and patient-centered care. Prerequisite: Admission to the College of Pharmacy