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*This part
of the
web
catalog
includes*

About This Catalog

This catalog presents Cambridge College's academic programs, courses, resources, policies and procedures. Some programs also have their own handbooks. This catalog has been compiled from the best information available at the time of publication. Programs and policies are subject to change; any changes will be effective after having been communicated in writing to the Cambridge College community.

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School of Management

Introduction & Policies

Cambridge College's Master of Management program prepares adult practitioners for improved management performance, increased advancement opportunities, and more effective leadership in private, public, and not-for-profit organizations. Students with professional or technical experience expand their managerial training as they assume leadership positions.

The curriculum provides comprehensive management and leadership skills including best practices, newest academic content and concepts, and proven strategies students can use to increase their organizations' effectiveness in today's world.

Skills assessments are conducted to ensure that entering students can demonstrate graduate level English language communication and writing skills, computer, and numeracy skills. **If assessments indicate need, additional coursework will be required.**

Broad Management Skills

Students gain the broad range of skills they need to manage the people, policies, and financial resources of today's businesses and institutions. They also acquire personal skills such as analysis, goal-setting, self-direction, and life-long learning, which are essential to effectiveness throughout one's career.

Students bring their unique experiences of management in the workplace, home, and community to the classroom and examine them using academic perspectives, thus producing a very powerful integration of management theory and practice. Students learn how to utilize computer and information technologies to increase their organization's effectiveness.

Diversity and Collaborative Learning

The student body and learning environment are highly diverse by design. In stimulating, interactive classroom environments, students learn how to help people with diverse skills and backgrounds work together effectively as teams; and this collaboration makes organizations and businesses more successful.

Advising & Management Seminar

Admissions counselors give applicants an overview of the College's academic programs and assist with the application process. Faculty are available for further academic counseling.

Orientation — Just before each term begins, an Introductory Seminar provides group course advising for new students and assistance with course registration.

Management Seminar — The seminar is a key feature of graduate study at Cambridge College. Each cohort of students stays with their seminar leader/faculty advisor through the sequence of the four-term Management Seminar. They share and apply their learning from the workplace and management courses. Students learn to assess their own strengths and abilities, and create academic and professional development plans that build teamwork, leadership, and communication skills.

The seminar leader is the students' academic adviser for the duration of the program and schedules periodic individual meetings. The seminar leader is the supervisor of the Independent Learning Project with responsibility for approval, and signs off on leaves of absence, and graduation clearance.

Independent Learning Project

The Management Seminar provides support for students' work on the Independent Learning Project. The topic must be related to each student's concentration.

Professional Development Certificate Option

Students desiring only coursework focused in a specific field of study may earn a certificate in any management concentration. 12 of these credits, taken within three years of matriculation, may be accepted into a Master of Management degree program if they meet current requirements. An earned bachelor's degree is required to transfer graduate credit into a degree program. (See also Transfer of Credit).

Health Care Management Concentrations

A Master of Management degree with a health care management concentration provides the education needed to meet current and future challenges faced by health care managers and team members. Health care is viewed from a systems perspective—as a totality of structure, process, and outcome—with a multi-cultural perspective.

The healthcare informatics concentration provides an introduction to the evolving field of healthcare informatics which focuses on data organization, storage and retrieval to assist healthcare profession-

als in maintaining continuity of care through data access. It prepares students to work in information related positions in health care, health sciences research, or educational settings, and have the ability to evaluate, manage, and develop a wide range of informatics projects.

Work experience in the healthcare system is required because the program builds further learning on this experience.

Program Objectives

- Enhance sound management skills, blending theory and practice; apply them to health care with a problem solving orientation.
- Understand health care issues, practices, and systems in historical, national, and international context.
- In the informatics concentration: to increase awareness of the characteristics of quality information retrieval and use, and the role of hardware, software and support personnel in information technology; help students assist in the selection of healthcare information systems; to enhance their knowledge of the importance of security, regulatory and accrediting agencies and confidentiality in healthcare informatics; and explore current and future trends in the field.

MM55 is for qualified adult learners who do not need a bachelor's degree to advance their careers or to pursue further education. The additional coursework enables students to gain the necessary skills, competencies and knowledge needed to excel in graduate management study and managerial careers.

Learning Outcomes

In addition to the general outcomes of the Master of Management program, the additional courses include clearly defined, measurable skill outcomes and areas of knowledge that will enhance students' ability to achieve their personal, academic and career goals. Students must demonstrate competency in each of these learning outcomes before they move on to subsequent levels of the MM program.

These outcomes ensure mastery of the graduate level writing and quantitative analysis skills required for continued graduate study. They sharpen skills in managerial analysis and communication, and in the utilization of research and technology.

Master of Management — Blended Learning

Some management courses and programs are now offered in blended learning format. Cambridge College's intensive classroom learning is combined with online learning. The result is a highly effective learning experience.

- **Weekends in class** enable working adults to translate their experience into valuable learning through dynamic class room interaction with faculty and other students.
- **Online learning. Between classes**, online instruction is facilitated by the faculty instructor.

Please note: special tuition rate may apply (see Tuition & Fees).

Management Education for Organizations

Academic programs and courses may be tailored to meet the needs of private and public organizations. An organization may select courses from the catalog to meet its needs for staff training and/or to serve its mission and clients. We can focus the course content and activities on the organization's particular situation, or more broadly, as needed.





Graduate Management

Program Locations

at Cambridge College Centers

Course formats

● In classroom

B Blended learning in classroom and online

Cambridge, MA

Springfield, MA

Lawrence, MA

Chesapeake, VA

Augusta, GA

Memphis, TN

Ontario, CA

San Juan, PR

Master of Management Concentration options:

General Business	●	B	B	B			B	B
Business Negotiation & Conflict Resolution	●							
Small Business Development	●							
Leadership in Human & Organizational Dynamics	●							
Non-Profit & Public Organization Management	●							
Technology Management	●							B
Health Care Management	●	B						
Health Care Informatics	●/B							

MM-55 (for qualified students without bachelor's)..... ● B B B

Programs offered as of July 2009: subject to change. See your regional center's web page for the current program list.

Regional centers offer only programs authorized by their state education authorities, with sufficient enrollment.

School of Management Faculty

Mary Ann Joseph, Ph.D. Northwestern Univ., Professor; Acting Dean,
School of Management

Cambridge, MA — Full-time

Martha Belden, J.D. Western New England College, Professor
Shirley J. Harrell, M.A. Case Western Reserve Univ., Assistant Professor
Cynthia Y. Ker, Ph.D. Univ. of Colorado at Boulder, Professor
Joseph Crawford Reed, Ph.D. Univ. of Wisconsin, Professor
(Summer-Fall 2009 on sabbatical)

Cambridge, MA — Part-time

Joanne M. Baker, M.M. Cambridge College
Carl F. Barron, M.B.A. Harvard Univ.; Distinguished Guest Lecturer
Prabhakara Bhat, M.B.A. Worcester Polytechnic Institute
Cynthia I. Bloom, M.P.A. Suffolk Univ.
Donald J. Boyle, M.B.A. Columbia Univ.
Diego A. Camacho, M.B.A. Santa Clara Univ.
Donald A. Carbone, M.A. Boston State College
Bruce E. Cohen, M.B.A. Boston College, M.A. Ohio Univ.
Moshe Cohen, M.B.A. Boston Univ.
Ralph J. Covino, Ph.D. Nova Southeastern Univ.
William M. Davidge, M.S. Northeastern Univ.
William F. Hancock, M.B.A., CPA, CMA, CLU, CPCU, CDP,
Wharton School, Univ. of Pennsylvania
James Hannon, M.A. Framingham State Univ.
David Hoover, Ph.D. New York University
Frank Jenkins, M.B.A. Wharton School, Univ. of Pennsylvania

Catherine Latham, B.S. Salem State College, CPA
Joseph Mahoney, Ed.D. Boston Univ.
Donna Maimes, M.Ed. Cambridge College
Hugh V. McGill, M.M. Cambridge College
Joseph Miglio, Ed.D. National-Louis Univ.
Liza D. Molina, Sc.D. Harvard Univ. School of Public Health
Barbara Reinhold, Ed.D. Northeastern Univ.
Catherine Seo, M.S. Marlboro College
Edward H. Simches, M.S. Bentley College
Mary-Louise White, Ph.D. Warren National Univ.
Sharon A. Wulf, Ph.D. Columbia Pacific Univ.

Lawrence, MA — Part-time

Howard F. Allen, M.Ed. Cambridge College
Mary Andruszkiewicz, M.S. Massachusetts Institute of Technology
Thomas Campbell, M.Ed. Cambridge College
David Crimmin, M.A. Harvard Univ. School of Education
Julio DeCarvalho, Ed.D. Cambridge College
Carlos R. Espendez, M.M. Cambridge College
Peter J. Hughes, M.Ed. Antioch University
Victor T. Kwo, M.S. Univ. of Massachusetts
Edward L. Jaye, M.B.A. Fairleigh Dickinson Univ.
Joseph W. McMilleon, M.S. Lesley College
Isa A. Perez, M.B.A. Suffolk Univ.
Jony Perez, M.B.A. University of Massachusetts / Lowell

Susan Smith, Ed.D. University of Massachusetts / Lowell
Mark Speller, M.M. Cambridge College

Springfield, MA — Full-time

Richard Turner, Ph.D. Nova Southeastern Univ.; Director, Springfield
Regional Center & Coordinator of Management and Academic
Technology

Joseph Defazio, J.D. Western New England College, Professor

Springfield, MA — Part-time

Carol Bevan-Bogart, M.A. Emerson College

Mohammad Idrees, D.Ed. Univ. of Massachusetts Amherst

Barbara Reinhold, Ed.D. Northeastern Univ.

Shirtcliff, Christine, M.B.A. Univ. of Massachusetts

Chesapeake, VA — Part-time

Nancy Carlo Adams, M.A.P.A. Old Dominion Univ.

Michael J. Aroney, M.B.A. Embry-Riddle Aeronautical Univ.

Michael Bryant, Ph.D. Nova Southeastern Univ.

William J. Dempsey M.B.A. Golden Gate Univ.

Jan D. Felton, Ph.D. Walden Univ.

Nathaniel Fuller, M.S. Nova Southeastern Univ.

Albert Mauzy, M.M. Cambridge College

William McMican, M.S. Naval Postgraduate School, Monterey, CA

Kelly Nevala, M.A. George Washington Univ.

Lisa D. Orton, M.S. SUNY/Buffalo

Ontario, CA — Part-time

Arelly Moreno, M.B.A. Univ. of La Verne

Ron Griffin, M.A. California State Univ. Dominguez Hills

Manuel Escalante, D.B.A. Univ. of Mexico

Raymond Hicks, M.B.A. Univ. of La Verne

Health Care Management Faculty

Cambridge, MA — Part-time

Clark C. Abt, Ph.D. Massachusetts Institute of Technology

Ellen Alperen, Ph.D. Le Salle Univ.

Craig W. Bennett, J.D./M.P.A. New England School of Law/Suffolk
Univ.

Debora, S. Bloom, M.A. New York Univ.

Debra A. Blyth, J.D. Suffolk Univ.

Lisa J. Boucher, M.B.A. Univ. of Connecticut

John A. Brennan, M.B.A. Pace Univ.

Maureen Chisholm, Ph.D. LaSalle Univ.

Patricia A. Crutchfield, M.L.S. SUNY Center Albany

Ronald J. Doncaster, M.S. Lesley Univ.

Peter W. Droese, MS Simmons College

Kathleen Duchaine, Ph.D. Capella Univ.

Brendan Egan, M.B.A. Univ. of Chicago

Frances C. Fairbanks, M.M. Cambridge College

Ken Farbstein, M.P.P. Harvard Univ.

Denise Garrow-Pruitt, Ed.D. Nova Southeastern Univ.

Raymond Guillette, Ed.D. Johnson & Wales Univ. (RI)

Vivian Hatziyannis, M.A. Tufts Univ.

Jeffrey J. Isaacson, J.D. New England School of Law

Stephen Kiley, J.D. New England School of Law

Richard Kropp, Ed.D. Boston Univ.

Joyce LaTulippe, M.Ed. Harvard Univ.

Stephen Lemire, M.S. Univ. of Lowell, M.A.

Joseph Mahoney, Ed.D. Boston Univ.

Bruce A. Maloof, Ph.D. Brandeis Univ.

MaryAnn McCarthy, M.S.W. Boston Univ.

Rebecca McLaughlin, M.A. Salve Regina Univ.

Jacqueline McRae-Mitchell, D.S. Ashwood Univ.

Joseph Miglio, Ed.D. National-Louis Univ.

Jackie K. Moore, Ph.D. Florida State Univ.

Katherine Nolin, M.Ed. Univ. of Phoenix

Ashley Pearson, M.P.A. Suffolk Univ.

Anne Rundle, M.S. Simmons College

James Saccoach, M.S. Lesley College

Thomas P. Salmon, M.P.H. Univ. of Michigan

Raymond D. Sanzone, M.H.A. Columbia Univ.

Diah Schur, M.S.E.C./M.S.M. National Univ./Troy State Univ.

Ruth B. Smith, Ph.D. Boston College

Matthew Sweeney, M.S./MHA Lesley Univ.

Kevin Sweet, M.S. Maritime Academy

Mary Vaeni, M.P.A. Bridgewater State College

Edward Wang, Psy.D. Univ. of Denver

Mary-Louise White, Ph.D. Warren National Univ.

Dawn Zapata, M.A. Harvard Univ.

Nancie Zecco, M.P.H. Univ. of Massachusetts





Master of Management

37 credits

Management Seminar & Project..... 12 credits

MMG690 Introductory Seminar 1

Management Seminar I-IV —Take in sequence

MMG691 Self-Diagnosis & Goal Setting 2

MMG692 The Manager as Team Developer & Leader 2

MMG693 Continuous Improvement, Lifelong Learning
& Enhanced Employability 2

MMG694 Current Issues in Management 2

MMG800 Independent Learning Project 3

Core Courses 9 credits

MMG511 Foundations of Management 3

MMG512 Organizational Environment 3

MMG517 Research Methods for Managers 3

Concentration Options 16 credits

Choose a concentration (below) or 16 credits of graduate management course work to meet career and academic goals.

General Business

Leadership in Human & Organizational Dynamics

Non-Profit & Public Organization Management

Business Negotiation & Conflict Resolution

Small Business Development

Technology Management

Please note: individual health care management courses may not be taken as electives outside the concentration.

Continued →

See concentration details on next page.

EDUCATION required for admission:

MM37: Bachelor's degree.

MM55: Associate's degree, professional degree (e.g. RN); or at least 60 undergraduate credits that meet general criteria for transfer.

EXPERIENCE required for admission:

MM37: 3-5 years of work experience *recommended*.

MM55: Proven leadership and management experience, 5-10 years *required*.

OTHER GENERAL REQUIREMENTS: see Admission.

MM 55 credit program — for qualified students without a bachelor's degree; approval required for admission

Managerial Competencies & Theory..... 18 credits

Required *before* MM37 seminar & project, core, concentration

MMG504 Computer Applications for Business 3

MMG505 Graduate Writing 3

MMG506 Quantitative Analysis for Managers 3

MMG507 Managerial Analysis & Communication 3

MMG508 Information Research & Technology 3

MMG509 Political, Social & Economic Aspects of Business 3

Note: Students may be required to take a pre-introductory seminar.

MMG504, 505, and 506 may be waived based upon assessment conducted at the beginning of the term, and replaced with management electives. MMG507, 506, and 508 cannot be waived.

MM55—approval required for admission:

- *Interview* with the dean, director of health care management programs, or regional center director.
- *Evaluation* of eligibility by admissions committee and the dean and/or regional center director.
- *Approval* of dean or regional center director required for admission.

Your admissions file must be complete and the admissions review completed before you may start classes.

Skills assessments are conducted to ensure that entering students can demonstrate graduate level English language communication and writing skills, computer, and numeracy skills. **If assessments indicate need, additional coursework will be required.**



Master of Management

Continued

MM Concentration & Certificate Options

Any subject area below may be taken as a concentration within the Master of Management degree or alone as a certificate.

General Business

MMG520	Financial Accounting	3
MMG525	Decision Techniques for Managers	3
MMG733	Marketing Management	3
MMG740	Human Resource Management	3

Choose one elective course:

MMG521	Managerial Accounting	3
MMG560	Managing a Diverse Workforce	3
MMG709	Innovation & Product Development	3
MMG713	Total Quality & Operations Management	3
MMG715	Management Information Technology	3
MMG725	Financial Management	3
MMG732	Global Business	3
MMG734	Business Planning	3
MMG735	Entrepreneurship & Small Business Management	3
MMG746	The Manager as Negotiator	3
MMG757	Consulting Skills for Managers	3

Choose one directed study:

DMG602	Project Management	1
DMG603	Drafting Business Contracts	1
DMG621	Statistical Analysis With Spreadsheets	1
DMG607	Special Topics in Management	1

Business Negotiation & Conflict Resolution

MMG746	The Manager as Negotiator	3
MMG747	Conflict Management: Strategies, Tactics & Behavior	3
MMG748	Multi-Party/Multi-Issue Negotiations	3
DMG603	Drafting Business Contracts	1

Choose two elective courses:

MMG749	Global Negotiation	3
MMG758	Mediation in the Workplace	3
MMG560	Managing a Diverse Workforce	3
MMG761	Conflict Resolution in Multicultural Organizations	3

Small Business Development

MMG735	Entrepreneurship & Small Business Management	3
MMG710	Project Management Concepts & Practice	3
MMG725	Financial Management	3
MMG733	Marketing Management	3
MMG740	Human Resources Management	3

Choose one directed study:

DMG615	Developing a Business Plan	1
DMG623	Business Solutions Using the Internet	1

Leadership in Human & Organizational Dynamics

MMG560	Managing a Diverse Workforce	3
MMG740	Human Resources Management	3
MMG743	Models of Leadership	3
MMG755	Organization Development & Change Management	3

Choose one elective course:

MMG541	Human Relations Lab	3
MMG744	Management Training & Development	3
MMG746	The Manager as Negotiator	3
MMG757	Consulting Skills for Managers	3

Choose one directed study:

DMG602	Project Management	1
DMG614	Performance Management	1
DMG753	Introduction to Organizational Coaching	1

Non-Profit & Public Organization Management

MMG727	Budgeting & Finance for Non-Profit & Public Organizations	3
MMG740	Human Resources Management	3
DMG506	Essentials of Accounting	1
DMG602	Project Management	1
DMG605	Grant Writing	1
DMG614	Performance Management	1

Choose two elective courses:

MMG733	Marketing Management	3
MMG746	The Manager as Negotiator	3
MMG750	Business, Government & Ethics	3

Technology Management

MMG715	Management Information Technology	3
MMG710	Project Management Concepts & Practice	3
DMG623	Business Solutions Using the Internet	1

Choose three elective courses:

MMG519	IT Security Management, Planning, Procedure & Policy	3
MMG717	Systems Analysis & Design for the IT Manager	3
MMG718	E-Business Development for IT Managers	3
MMG716	Emerging Technologies	3
MMG723	Telecommunications & Network Security	3

Health Care Management, Informatics — See separate program chart



Master of Management / Health Care

37 credits

Management Seminar & Project..... 12 credits

MMG690 Introductory Seminar 1

Management Seminar I-IV —Take in sequence

MMG691 Self-Diagnosis & Goal Setting 2

MMG692 The Manager as Team Developer & Leader..... 2

MMG693 Continuous Improvement, Lifelong Learning
& Enhanced Employability..... 2

MMG694 Current Issues in Management 2

MMG800 Independent Learning Project 3

Core Courses9 credits

MMG511 Foundations of Management..... 3

MMG512 Organizational Environment..... 3

MMG517 Research Methods for Managers 3

Concentration Options 16 credits

Health Care Management

DMG605 Grant Writing *or*

MHC721 Introduction to Health Care Disparities – Race,
Ethnicity & Health 1

MHC710 Risk Management in Health Care 3

MHC720 Health Care Systems 3

MHC740 Strategic Planning in Health Care 3

MMG741 Terrorism & Disaster Management in Health Care Setting ... 3

MHC750 Health Care Policy & Ethics..... 3

Health care Informatics (*Bachelor's degree required*)

MHC520 Fundamentals of Computing for Healthcare
Professionals— required first course 3

MHC730 Health Care Information Systems
(preq for MHC732-735). 3

MHC732 Life Cycle of Information Systems 3

MHC733 Information Management & Knowledge Development .. 3

MHC734 Professional Practice, Trends & Issues 3

MHC735 Health Care informatics Field Work: Experience 1

MM 55 credit program — for qualified students without a bachelor's degree; approval required for admission

Managerial Competencies & Theory..... 18 credits

Required *before* MM37 seminar & project, core, concentration

MMG504 Computer Applications for Business 3

MMG505 Graduate Writing..... 3

MMG506 Quantitative Analysis for Managers 3

MMG507 Managerial Analysis & Communication 3

MMG508 Information Research & Technology 3

MMG509 Political, Social & Economic Aspects of Business 3

Note: Students may be required to take a pre-introductory seminar.

MMG504, 505, and 506 may be waived based upon assessment conducted at the beginning of the term, and replaced with management electives. MMG507, 506, and 508 cannot be waived.

EDUCATION required for admission:

MM37: Bachelor's degree.

MM55: Associate's degree, professional degree (e.g. RN); or at least 60 undergraduate credits that meet general criteria for transfer.

Bachelor's degree required for Health Care Informatics.

EXPERIENCE required for admission:

MM37: Health care experience required; 3-5 years *recommended*.

MM55: Health care experience required; proven leadership and management experience, 5-10 years *required*.

OTHER GENERAL REQUIREMENTS: see Admission.

MM55—approval required for admission:

- *Interview* with the dean, director of health care management programs, or regional center director.
- *Evaluation* of eligibility by admissions committee and the dean and/or regional center director.
- *Approval* of dean or regional center director required for admission.

Your admissions file must be complete and the admissions review completed before you may start classes.

Skills assessments are conducted to ensure that entering students can demonstrate graduate level English language communication and writing skills, computer, and numeracy skills. **If assessments indicate need, additional coursework will be required.**

Management Course Descriptions

Directed Studies (DMG)

DMG506 Essentials of Accounting - 1 credit

This course covers basic accounting concepts and principles, the essentials of the accounting process, the concept of the time value of money, and the application of present value techniques to accounting valuations. The course also covers analysis of financial statements used in hospitals and the healthcare arena with a view towards using accounting information in making investing, lending and other management decisions.

DMG601 Forecasting and Planning 1 credit

This directed study covers short and medium term forecasting techniques, and long term and strategic planning; quantitative and qualitative forecasting techniques are emphasized. Quantitative techniques using computer applications are presented and used for situations for which historical data is available. When no such data is available, e.g., to forecast demand or revenues for new products, qualitative techniques are used. For longer-term projections, strategic planning concepts will be utilized.

DMG602 Project Management - 1 credit

This directed study explores the major issues and techniques of project management. It has been designed to provide the students with the basic skills and knowledge necessary to plan and manage projects within their organizations.

DMG603 Drafting Business Contracts - 1 credit

This directed study is designed for students who have completed at least one of the following courses: MMG746, MMG747, or MMG748, and/or those who are interested in developing a basic understanding of the mechanics of creating a formal contract. When one has completed a negotiation, whether using a hardball (distributive) or an interest-based (integrative) approach, the time comes when it is necessary to finalize (memorialize) the agreement by putting it into writing in the form of a legal and binding contract. Through this directed study students will develop the skills and resources to create such a document. The focus will be on the legal elements of a contract; the ramifications, legal and otherwise, of "loopholes" within contracts; and the basic law governing contracts in the United States.

DMG605 Grant Writing - 1 credit

This module for educators and non-profit managers introduces the planning and proposal development phases of grant writing. It demystifies the process, from developing a fundable idea to identifying potential donors and structuring the technical components. Hand-on activities provide practice in the art and craft of grantsmanship.

DMG607 Special Topics in Management: the Current Economy – How Should a Manager Respond? - 1 credit

This one credit course will examine the causes behind current economic problems and the impacts on managers and investors. The responses of the public, private and non-profit sectors will be discussed and the likely results from their actions. The course will look at future projections for the economy and ways of evaluating those projections to provide a practical guide for managers on how they should respond to the various options presented to them as managers and investors. (Students should have taken MMG511 before taking this course. A prior course in economics is recommended but not required).

DMG614 Performance Management: A Systematic Approach to Getting and Sustaining Higher Performance Through People - 1 credit

This course helps managers learn a more holistic approach to performance management and communicate more effectively with their employees regarding performance. It helps them understand that performance management is not just a "once-a-year" phenomenon connected to compensation, but is an ongoing process that includes a clear understanding of work goals and expectations, development of skills, knowledge and abilities, and ongoing communication. The learning methodology includes a transfer of content and knowledge that includes a performance management system as well as the use of simulations, role-plays and case studies.

DMG615 Developing a Business Plan - 1 credit

Developing a Business Plan is a hands-on course that provides students with the basics of how to develop a business plan. Students learn how to describe the business, how to use a structured coaching process to write the business plan, and how to use the business plan to anticipate key issues. The course covers (1) business plan basics including: who needs to write a business plan, when to write one, how long it should be, what a business plan can and cannot do, the risks of writing a business plan, (2) the elements of a business plan, (3) how to develop the plan and (4) ways to enhance a business plan.

DMG621 Statistical Analysis With Spreadsheets - 1 credit

Students should have some previous experience with Windows and spreadsheets.

This course helps students use spreadsheets to develop complete analysis and presentations. Using Microsoft Excel, this course reviews the fundamentals of spreadsheet design, creation and formatting. Students learn how to create graphs and charts, and how to perform a variety of time-series, financial and statistical calculations. They learn to perform "what if" analyses and use spreadsheets for simple descriptive statistics and regression analysis.

DMG623 Business Solutions Using the Internet - 1 credit

The rapid adoption of Internet-based technology by business and other organizations to improve productivity and to enhance value provided to customers is examined. Students look at evolving business models, and the implications of these technologies for individuals, organizations and the economy. Topics covered include trends in electronic commerce, the use of Web sites, intranets and extranets, and their function in knowledge management and customer service delivery. Privacy, security, intellectual property and governance issues are also examined. Students do a final presentation on the business use of Internet technology and/or a design for an organizational Web site or intranet.

DMG647 Negotiation in the Health Care System - 1 credit

This course helps professionals in the health care system to develop the skills of interest-based, win-win negotiation. Students learn theory and tactics for diagnosing a conflict, planning for negotiation, and implementing a cooperative strategy within a health care setting. Students are observed through simulation and role play; a final application paper is required. Texts are *Getting to Yes* by Roger Fisher and *Renegotiating Health Care* by Leonard Marcus.

DMG753 Introduction to Organizational Coaching - 1 credit

This course gives students the opportunity to develop and improve skills in organizational coaching. The course emphasizes performance assessment and performance management. Learners practice conducting coaching sessions and acquire critical coaching skills in active listening; giving and receiving feedback; and developing and managing performance improvement action plans. Special attention is given to cross cultural coaching, motivation, and the assessment of personal coaching styles.

Managerial Competencies & Theory—MM55

MMG504 Computer Applications for Business - 3 credits

This course familiarizes learners with the personal computer, Windows, word processing (Microsoft Word), spreadsheet (EXCEL), presentations (PowerPoint), E-mail and the Internet. Students get hands-on experience with these applications and an overview of personal and professional uses. Students progress from a beginning level through an intermediate level.

MMG505 Graduate Writing - 3 credits

This course concentrates on strategies and techniques for building an academic essay. Challenging readings are used to promote the kind of critical thinking and analysis that best support graduate work. Students move from initial ideas, to first drafts, to strategies for revising their papers to achieve a polished product. Through a sequence of three to four progressively longer essays, students come to understand their own writing styles, strengths and difficulties, and become competent evaluators of their own work. By giving attention to the writing process itself and its different phases, students gain awareness of how to achieve their best work.

MMG506 Quantitative Analysis for Managers - 3 credits

Students learn to think about and express business problems in quantitative terms. They examine the basics of number theory, arithmetic operations including ratios and proportion, percentages, algebraic operations, probability and statistics. Charts and graphs are created using spreadsheet software. Financial calculations and the elements of financial decision-making are explored, including interest, credit and borrowing, depreciation and valuation, annuities, investments, financial statements, break-even points, budgeting, pricing, and the time value of money. Students learn to apply quantitative tools to solve a variety of business problems, and create and use quantitative models for real-world problems.

MMG507 Analysis and Communication for Managers - 3 credits

Prerequisite: MMG505 or equivalent

This course addresses the analytical and communication skills necessary for success in business environments. Building on the critical thinking skills developed in Graduate Writing, students enhance their ability to evaluate claims, evidence and assumptions and develop persuasive arguments through analysis of management case studies. The course also covers different forms of business communications including memos, reports, and oral presentations.

MMG508 Information Research and Technology - 3 credits

Prerequisite: MMG504 or equivalent

Students gain the knowledge, skills and abilities to apply principles of information research to their academic, work and professional lives.

They gain ability to analyze problems, research and select relevant information from industry and professional publications, corporate and non-profit financial statements, print and electronic sources. They will become able to create an effective presentation and publish it in print or electronic form.

MMG509 Political, Social and Economic Aspects of Business - 3 credits

This course provides a broad liberal arts foundation to management theory and concepts. It draws upon the disciplines of economics and political science, the study of society and culture, and the tools of ethical analysis. It helps students gain a basic understanding of economic concepts and institutions, the role of government in business and the impact of political institutions and processes. Issues of interrelatedness in the global economy and polity are considered. The societal implications of business decisions, issues of multiculturalism and diversity and the use of ethical analysis to guide business decisions are addressed.

Management

MMG511 Foundations of Management - 3 credits

This course provides an overview of the field of management and establishes a foundation and common vocabulary for future course work. It emphasizes the functions of planning, organizing, directing and controlling. The course assumes students have limited academic knowledge of management theory, and some experience in real world management situations to bring into the classroom. In each session the class explores some aspects of management in theoretical terms and then focuses on application of the theory to the practical problems facing managers.

MMG512 Organizational Environment - 3 credits

This course provides an overview of the external and internal environment of organizations. It helps students understand the resource, market, technological, economic, and socio-political context of the organization, and the impact of multiple stakeholders on its goals and decision-making processes. It examines organizational architecture and dynamics from the structural, human resource, political and symbolic perspectives. The course draws on theories and research on organizations, including topics such as motivation, leadership, and organizational change and development. The intent of the course is to provide students with the theoretical base to better understand organizational behavior, and to equip them with tools to analyze and improve upon their own managerial practice.

MMG517 Research Methods for Managers - 3 credits

This course helps students understand the role of research in the management decision making process and in the development of business plans and strategies. It helps students become familiar with the research process and with a variety of business research tools and techniques. Students learn how to define a problem and write good research questions, determine what tools and techniques are appropriate for different kinds of problems, find information sources and assess their reliability, and critically analyze information. They also learn how to present the results of research in appropriate output formats. This course helps students with their independent learning projects.

MMG519 IT Security Management, Planning, Procedure and Policy - 3 credits

Security management includes the identification of an organiza-

tion's information assets and the development, documentation, and implementation of policies, standards, procedures, and guidelines. Students learn from a management perspective the tools required to rate system vulnerabilities. Students also define an information security strategy while prioritizing threats to information assets.

MMG520 Financial Accounting - 3 credits

The course covers accounting principles, financial analysis and planning, managing the organization's asset structure, and managing the organization's financial structure. Accounting and financial management are considered from a decision-making perspective which conceptually links the organization's value as it is determined in the marketplace and which makes it possible for the organization to achieve its purpose. Students present decisions designed to maximize wealth in terms of risk and return factors and their potential impact on the institution.

MMG521 Managerial Accounting - 3 credits

Prerequisite: MMG520

This course examines the application of accounting principles and procedures to the planning and control functions of management. The emphasis is on costs, cost-profit relationships, measures of performance, and uses of accounting in long-range planning. Topics will include cost accounting techniques, overhead allocations, standard cost, profit planning and responsibility accounting.

MMG525 Decision Techniques for Managers - 3 credits

Prerequisites: basic spreadsheet skills and successful completion of a course in Business Mathematics (or equivalent math skills).

As today's managers face decisions, they have access to more data than ever, and risk confusion unless they can effectively screen the data for useful information. This course provides students with the knowledge and appropriate use of basic descriptive and inferential statistical procedures for management applications, and builds a foundation of analytical and quantitative skills. Topics include: data collection, measures of location and variability, graphical procedures, index numbers, probability, estimation, hypothesis testing, times series and regression analysis. Emphasis is on understanding and applying the procedures. Spreadsheet and statistical computer programs are used in the class.

MMG541 Human Relations Lab - 3 credits

Laboratory learning is an interactive process based on principles of group dynamics and adult education. Students gain insights into their personal style of communicating and through self-disclosure and feedback learn how to become more effective in their communications with others. This course is designed for people who wish to increase understanding and develop skills in the human side of their business.

MMG542 Effective Group Management and Team Building - 3 credits

This course develops skills in the management and leadership of task groups. Students are introduced to group theory and human interaction as applied to management and team development within an organization. Many students are involved in work groups, leading a project team supervision a group of employees, directing a department or managing a unit. As is often the case with managers, they have limited cognizance of the impact of human interaction and group dynamics on the desired outcomes. Through this course, students learn the skills and understanding necessary to manipulate those human factors within the work group structure for the most effective completion of a task and the development of each work group member's potential.

MMG550 Organizational Theory and Behavior - 3 credits

This course provides the student with the opportunity to understand behavioral patterns within an organizational setting. Taken from a managerial perspective, this social system approach focuses on the use of available managerial tools to influence workers' managers. Through the use of lectures, group discussion and case analyses, particular emphasis will be placed upon classical, neoclassical and systems approaches, as well as upon motivation, behavior dimension adaptation, leadership, and organizational development.

MMG560 Managing a Diverse Workforce - 3 credits

Current business conditions are surveyed, and participants are introduced to the link between the business agenda and human capital. Since the workforce is critical to the success of the American business agenda, much of this course is dedicated to the development of competencies necessary to manage a diverse workforce. This course is for professionals dealing with issues of differences and diversity in contemporary organizations.

MMG690 Introductory Seminar - 1 credit

The purpose of the seminar is to introduce participants to the resources of the College, provide a coherent overview of the philosophy of the program, and review the benefits and the rationale of the academic model. The course also will focus on self-assessment and goal-setting to assist the student in developing his or her academic and professional development plan.

MMG691 Management Seminar I: Self-Diagnosis and Goal Setting - 2 credits

The Management Seminar serves as a learning laboratory for students to develop, integrate and demonstrate competencies in personal, professional and academic development. It provides an opportunity for students to test and apply learning in a practical and experiential context and to integrate experience and theory. In the first semester students self-diagnose their academic and managerial skills and develop academic and professional goals and plans. They also develop skills at being effective members of a learning community and explore topics and ideas for their Independent Learning Projects.

MMG692 Management Seminar II: The Manager as Team Developer and Leader - 2 credits

This seminar focuses on the manager as a leader and developer of people and teams. Students develop important cognitive and affective skills-developing people, peer relationships, working with others, and resolving conflict. The seminar also helps the student learn how to leverage the diversity in teams and how utilize team resources effectively.

MMG693 Management Seminar III: Continuous Improvement, Lifelong Learning and Enhanced Employability - 2 credits

This seminar focuses on developing and demonstrating enhanced skills and on present and future employability. Students assess their learning and benchmark them against standards in their professional field. Students learn and practice networking skills to develop and expand their connections within their professional field and learning community.

MMG694 Management Seminar IV: Current Issues in Management - 2 credits

This is the final seminar of the management seminar series. Students integrate their learning from courses and research and update their knowledge through the examination of topics that reflect current issues and trends in management. The seminar is conducted with the help of several guest speakers/faculty.

MMG706 Economics - 3 credits

The main objective of this course is to provide students with the basic concepts and analytical tools of economics and to apply them so as to understand the workings of a market economy and to increase their effectiveness as managers. After an introduction to the basic economic tools of supply and demand, and the treatment of profit maximization, we will cover the basic concepts of microeconomics for use in business decision making. Throughout the course, we will use economic theory and real world examples to analyze and understand the main issues of microeconomics and macroeconomics as they apply to the business world. Secondary course goals include improved writing and computer skills.

MMG707 Innovation & Product Development - 3 credits

This course will focus on how companies' top managers handle the complexity of managing growth through innovation and new product development. In today's economy competitive advantage goes to those firms that are able to out innovate the competition. The course will help students (1) to increase their understanding of what it takes to make an organization and its employees embrace innovation, (2) to understand the approaches companies are taking to fostering new product development globally, and (3) to understand the capabilities organizations need in order to handle the complexities associated with the implementation of a global new product development strategy.

MMG710 Project Management Concepts and Practice - 3 credits

In this course, students will learn how to use the concepts, tools and techniques of project management in order to successfully manage system development projects. System development project failures are generally failures of management, not failures of technology. Good management, along with an understanding of the appropriate use of technology, is therefore essential. Students will learn, in particular, how to apply the concepts, tools and techniques of project management in today's dynamic, digital business environment, where projects must be brought to completion under increasingly compressed timeframes and where decisions must be made under conditions of uncertainty.

MMG712 Operations Management - 3 credits

Operations refers to the process by which an organization converts inputs (facilities, equipment, labor, etc.) into outputs (services and goods). This process involves management functions such as planning, the acquisition and utilization of resources, control, evaluation, and appropriate change. This course also develops an appreciation of the distinctions and relationships between the operations function and other functions of the organization including finance and marketing.

MMG713 Total Quality and Operations Management - 3 credits

Operations Management is the process by which an organization converts inputs (facilities, equipment, labor, etc.) into outputs (services and goods). This conversion process involves management functions including planning, acquisition and utilization of resources, control and evaluation. Total Quality Management (TQM) is a way for businesses and organizations to improve the quality of business processes and performance. This course develops an appreciation of the TQM concept as well as the distinctions and relationships between the operations function and other functions of the organization.

MMG715 Management Information Technology - 3 credits

This course provides an understanding of how information technology may be efficiently and effectively used in the business environ-

ment. Students get an overview of hardware, software, file/database concepts, systems analysis and design methodologies. The complex integration of hardware, software, data, procedures and personnel that is required for managing information systems is addressed. The impact of constantly changing information technology upon the organization and the management of the firm is discussed.

MMG716 Emerging Technologies - 3 credits

This course focuses on future and developing technologies too new to be in the textbooks but too important to neglect: robotics, neural networks, nanotechnologies, expert systems, and the human computer interface. This course examines the rapid adoption of new technologies by organizations and their impact, future trends, and potential to transfer to businesses and society.

MMG717 Systems Analysis and Design - 3 credits

Systems analysis and design is a critical competency for information technology. The linking of information systems, technology, and business mission and purpose are mastered in this course. Other key areas are project management, process re-engineering, and change management.

MMG718 E-Business Development For IT Managers - 3 credits

This course provides an overview of electronic business and e-commerce development. It develops students' understanding of the e-business environment and explores strategies, business models, and approaches to leveraging the expanding world of the Internet. Students learn the business strategies and technologies that go into developing a successful e-business and how to successfully expand and market a web-based business.

MMG723 Telecommunications & Network Security - 3 credits

This course introduces the student to network structures, transmission methods, transport formats, security measures used to provide availability, integrity, and confidentiality, and the authentication for transmission over private and public communications networks and media. Telecommunications, networks, and Internet security will be examined from a management perspective. The student will learn both hands-on and theoretical information that will provide a foundation of knowledge concerning the seven layers of the OSUI model, 802.11, broadband wireless, ADSL, Bluetooth, gigabit Ethernet, the Web, the wireless Web, streaming audio, IPsec, AES, quantum cryptography, and more.

MMG725 Financial Management - 3 credits

Prerequisite: MMG520

The major goal of the financial manager is to maximize the value of the firm. Accordingly, this course introduces financial accounting, managerial accounting and financial management and contemporary financial concepts such as economic value added (EVA) and market value added (MVA). Students learn how to prepare and analyze the income statement, the balance sheet and the statement of cash flows. Powerful planning and control tools such as budgeting and break-even analysis are introduced. Students learn how to estimate the amount of cash an organization will need in its operations, decide whether to use short-term or long-term credit, and choose the right time to issue stock or to sell bonds.

MMG727 Budgeting and Finance for Non-Profit and Public Organizations - 3 credits

This course provides an introduction to the basic financial accounting systems used in non-profit and public organizations. It also focuses

on how to use the financial and program data to effectively analyze the costs associated with programs and services provided by the organization. The final area to be covered will be budget preparation and monitoring. The politics of the budgeting process will be examined. By the conclusion of the course the student will be able to effectively participate in the financial decision-making within his or her organization.

MMG732 Global Business - 3 credits

Prerequisite: MMG503

The purpose of this course is to introduce students to the dominant themes and theories of global business. The course consists of a fundamental study of the nature of business and its environment. In the course of our study we will examine the functions and managerial processes in a global context.

MMG733 Marketing Management - 3 credits

Prerequisites: MMG503 recommended

This course provides a basic overview of the marketing management process, oriented primarily to the non-marketing specialist. It examines the role of marketing in a variety of organizations – product/service, public/private. It introduces students to the analysis of an organization's market environment, and the development of marketing programs designed to achieve organizational goals.

Topics covered include the analysis of markets, buyers and competition; the identification and selection of target markets; the design of product, pricing, distribution and communication programs appropriate to selected markets; and the planning, implementation and control of the marketing effort. The course emphasizes the practical utility of marketing tools and concepts through the use of case studies and application to the students' own work environment. The course also attempts to create a heightened awareness of the global interrelationships affecting marketing, and the societal implications of marketing decisions.

MMG734 Business Planning - 3 credits

This course allows students to learn about business development, new product/service planning, feasibility analysis and trends in innovation. During this course, students will learn how to test new products, forecast financial needs, and analyze market requirements. The basis of competition for new products/services, major traits of successful new ventures, market situation analysis, opportunities for professional challenge, common pitfalls and ways to avoid the common pitfalls will be addressed.

MMG735 Entrepreneurship and Small Business Management - 3 credits

Prerequisite: MMG511

This course examines the major characteristics of a self-employment venture and the issues facing the person starting or managing a small business. The focus is on the opportunities, risks, issues and problems facing the entrepreneur. Techniques learned in other management courses are integrated and applied to small businesses. Students prepare a business plan for a small business which defines the business concept and provides an integrated strategy for starting up or expanding a business.

MMG740 Human Resources Management - 3 credits

Prerequisite: MMG511

Changes in the social and legal environment, and the workforce, make it increasingly difficult for organizations to manage relations with employees. The Human Resources Manager needs to be able to formulate organization-wide human resource policies which result

in competitive strategy, efficiency and effectiveness, and which are consistent with the organization's culture and environment. The interests of many stakeholders have to be reflected in such policies — employees, unions, communities and government. The course helps students identify and understand Human Resources Management issues, develop skills in diagnosing situations, discuss effective approaches to problems and assess the comparative effects of immediate action and long-term policies.

MMG741 Terrorism & Disaster Management: Preparing Health Care Leaders - 3 credits

This course prepares the Healthcare administrator, manager or leader who is responsible for the preparedness of his or her facility, employees, and staff in any disaster situation. The course focuses on planning and preparedness, with a special emphasis on issues of terrorism. Goals: After completing this course, the student will be able to understand and discuss the following:

- Understanding the legal and ethical issues surrounding disaster planning and preparedness.
- Obtaining disaster assistance from FEMA, the Federal Emergency Management Agency.
- Navigating the confusing web of governmental and agency direction, control, and oversight.
- Achieving and maintaining local interagency cooperation.
- Integrating civilian and military response.
- Meeting the preparedness needs of special populations.

MMG743 Models of Leadership - 3 credits

An essential component of a successful career is an effective personal leadership style that fits appropriately within one's professional setting. Students explore the elements of individual style with the goal of increasing effectiveness. The course also examines the content of the professional setting and looks at the different strategies for achieving the most congruent fit possible. This course will be experiential, and there will be guest speakers.

MMG744 Management Training and Development - 3 credits

This course will explore many of the tools and techniques that are available to organizations for the use of upgrading staff. Some of those tools and techniques will include needs assessment, alternative methodologies for presenting material and evaluation techniques. Students will develop a total system for training and development within their organization or sub-unit. The course is aimed at corporate training staffs and human resource managers. The focus will be on actual situations and case analyses.

MMG746 The Manager as Negotiator - 3 credits

Effective managers must be able to deal successfully with limited resources, divergent interests of people, and organizational conflict. This course improves skills in negotiation and joint decision-making that students can apply immediately. Emphasis is on integrative bargaining and problem-solving. Students learn the theory and tactics for understanding and diagnosing a conflict, planning for negotiations, and implementing an effective conflict resolution strategy.

The methodology includes lecture, discussion, video and negotiation simulations and role-plays. The texts are *Getting to Yes* and *Getting Past No*, and other readings provided by the instructor. Instructor and student analyze each negotiation in which the student participates. Students apply the theory learned to one of their current real-life negotiations through a written paper or in-class discussion.

MMG747 Conflict Management: Strategies, Tactics and Behavior - 3 credits

This course explores different conflict management styles and situational considerations available to the individual that impact negotiations. It introduces theories and strategies that characterize the competitive and cooperative bargaining styles and evaluates the consequences of using each. The course also explores planning, communication, perception, cognitive biases, and the impact of power imbalance in negotiations. Emphasis is on the integration of negotiation theory, practice and behavior, including ethical considerations. The methodology includes lecture, discussion, video, negotiation simulations and role-plays. The text for the course is *Negotiation* by Roy Lewicki. Other readings are provided by the instructor. Instructor and student analyze each negotiation in which the student participates. Students apply the theory learned to one of their current real-life negotiations through a written paper or in-class discussion.

MMG748 Multi-Party/Multi-Issue Negotiations - 3 credits

This course focuses on the pre- and post-bargaining table influences of groups (constituents, community, opponents) on individual negotiation and conflict resolution styles. Students develop an understanding of the impact of group process on negotiation and the roles that individual group members play within the negotiation context. Students learn techniques for managing complex, multi-issue negotiations. The course includes typical third party approaches to conflict resolution. Methodology includes readings and handouts. The text is *Negotiation* by Roy Lewicki. Instructor and student analyze each negotiation in which the student participates. In a final paper students apply the analytic concepts and interpersonal skills in this and previous courses.

MMG749 Global Negotiation - 3 credits

This course is designed for students who work in multi-cultural teams or negotiate in a multi-cultural setting. Students will learn how culture affects negotiating strategies, conflict management techniques and team effectiveness. Students will learn and apply a framework to help manage cultural differences whenever they impact business deals, disputes or team work. The methodology is lecture, discussion, video and negotiation simulations and role-plays. The text for the course is *Negotiating Globally* by Jeanne Brett. Other readings will be provided by the instructor. There is the opportunity for students to apply the theory learned to one of their current real-life negotiations through a written paper or in-class discussion.

MMG750 Business, Government and Ethics - 3 credits

Prerequisite: MMG511

This course explores the ethical environment of business and the ongoing relationship between business, government and society. Topics include the development of government regulations and the impact of regulations and likely future developments with an emphasis on ethical considerations.

MMG755 Organization Development and Change Management- 3 credits

Prerequisite: MMG512 recommended

The theory and practice of organization development and change management are introduced. Students gain an understanding of how organizational systems operate together, including organizational culture, leadership, structure, human resources, rewards, and technology. Managing change effectively is challenging and the outcomes are too important to leave to chance. Students learn how to make effective change through dealing with an organization as a whole. They gain the specific competencies, skills, attitudes and behaviors that are required. They learn to develop strategies to help organizations make internal changes in response to changing technologies, markets, and

other challenges. Case studies and simulations are used throughout the classwork.

MMG757 Consulting Skills for Managers - 3 credits

This course explores the essentials of the consulting relationship and the skills critical to the consulting process. Managers develop ability to apply consulting skills and processes in a variety of situations from working with international personnel to getting the most from cross-functional teams to dealing with external clients and vendors. Tools for assessment, analysis and implementation will be reviewed. Topics include negotiating scope, influencing expectations, overcoming resistance and giving clients feedback.

MMG758 Mediation in the Workplace - 3 credits

Prerequisite: MMG746

Workplace mediation supplements or replaces institutional conflict resolution processes in order to increase job satisfaction, boost productivity, reduce employee turnover and decrease the chance of legal action. The course gives students the theory and skills necessary to begin to practice mediation within their professional life. The course covers theory and models of mediation; stages of the mediation process; skill development, and ethical considerations. The methodology is lecture, discussion, video, and mediation simulations and role-plays. The texts for the course are *The Mediation Process: Practical Strategies for Resolving Conflict* by Christopher Moore and *The Promise of Mediation* by Robert Baruch Bush and Joseph Folger. For those students interested, a practicum component may be added to the course.

MMG761 Conflict Resolution in Multicultural Organizations - 3 credits

Increasing competition and globalization magnify differences among people, and with the increasing diversity of the workforce comes potential incompatibility and conflict. Effective leaders stimulate functional conflict and prevent or resolve dysfunctional conflict. This course develops conflict resolution skills and understanding of conflict in multi-cultural organizations and its effect on innovation and productivity. The course uses a model developed by Tjosvold, which makes conflict positive and creates a conflict-positive organizations.

MMG762 Global Diversity: International Dimensions of Diversity Work - 3 credits

Students are challenged to go beyond parochialism and view organizations from a global perspective. The course explores management lessons from "the borderless world" and the conceptual, theoretical, and practical boundaries which limit ability to understand and manage people in countries worldwide. The course examines conventional attitudes, thinking patterns and behavior and develops a new vision of what it means to be a "global thinker."

MMG800 Independent Learning Project - 3 credits

This comprehensive final project is focused on a topic in a student's concentration. The management seminar and the seminar leader provide direction and support for the project. The project demonstrates ability to define a problem, use appropriate resources, collect and analyze data, draw conclusions, and organize the written report.

Health Care Management

MHC520 Fundamentals of Computing for Healthcare Professionals - 3 credits

This course is to promote information literacy as a foundation for entering the health care informatics field. This course provides the student with an introduction to computers that will influence the development of knowledge that is necessary in the health care informatics field. The course will cover such topics as operating systems, software applications, and an introduction to Microsoft office. Students will also learn how to access and use the web for computer assisted communication, and the search and evaluation of information found on any web. There will be a beginning discussion on the security and integrity of electronic data.

MHC710 Risk Management in Health Care- 3 credits

This course explains the discipline of dealing with the possibility that some future event will cause harm. It provides strategies, techniques, and an approach to recognizing and confronting any threat faced by an organization in fulfilling its mission. It considers the questions: What can go wrong?, What will we do?, and How will we pay for it?

MHC720 Health Care Systems - 3 credits

This course provides an overview of national and international health care systems, using a systems framework and a problem solving perspective. The structure, organization, and process of health care are introduced. Students learn about the functioning and outcomes of health care.

MHC721 Introduction to Health Care Disparities – Race, Ethnicity and Health - 1 credit

This course is designed to provide students with knowledge about racial and ethnic disparities in health and health care. The course will examine the ways in which dyadic relationships and multiple forms of discrimination contribute to racial and ethnic disparities in health. Students will examine the ways in which neighborhood and community factors and inequalities in socioeconomic status influence health behaviors, access to health care services, and health status outcomes. Individual characteristics such as acculturation, patient preferences, provider congruence and cultural competence will be explored in this course.

MHC722 Policy in Health Care Disparities and Client Services - 3 credits

This course is designed as an in-depth review of the history and management of policies that have led to health disparities and affected client health services. Students will consider the challenges posed by an increase in multi-cultural and diverse populations seeking health care services in an environment that has not always responded to multiple needs with appropriate policies or service delivery mechanisms. This requires that students understand and accept that policy and service delivery demand that healthcare organizations use all of their resources to meet diverse and disparate health care needs. Strategic responses to policies and to planning of appropriate delivery of services are integral to health care management.

MHC723 Unequal Treatment: Disparities in Health Care - 3 credits

This course will examine racial and ethnic disparities in health and human services, and theories as to why those disparities exist. Students will consider policies that impact quality and equity of care. Specifically we will look at Title VI of the Civil Rights Act, which states that persons will not be treated differently on the basis of race, creed or color and how this important policy has been implemented and

enforced over time. The course will use as its primary text the Institute of Medicine's (IOM) report issued in 2003, *Unequal Treatment: Confronting Racial and Ethnic Disparities in Health Care*. While most of the research in this area has focused on health care, we will continually look at the relevance and application to social and human services. Students will critically review current efforts to address disparities in care and will focus on cultural competence.

MHC730 Health Care Information Systems - 3 credits

The Health Care Information Systems course introduces the student to the arena of healthcare information. The topics will be an overview of the healthcare system; the importance of disaster planning; standards and regulatory environment related to informatics; the quality risk and cost; telemedicine and the internet and finally emerging technologies. The purpose of this course is to help students become leaders in their health care facility in introducing, developing and assisting the utilization of the systems that are behind the technology.

MHC732 Life Cycle of Information Systems - 3 credits

Prerequisite: MHC730.

The purpose of the course is to provide the student with detailed information about the health care informatics system's life cycle. In this course the student will learn the system life cycle of health care information systems. Included will be strategic planning, analysis, design, implementation and testing with evaluation and support of the system.

MHC733 Information Management and Knowledge Development - 3 credits

Prerequisite: MHC730.

The purpose of the course is to help health care professionals to transform data into useful information for decision making. The information explosion requires that students have a sound foundation in using data to develop useful information. This information is then utilized to support administrative and clinical decision making. Course content will include process of decision making, securing the right information, human factors that affect the use of information, information classifications, and the human-computer interactions in health care organizations.

MHC734 Professional Practice, Trends and Issues - 3 credits

Prerequisite: MHC730.

The purpose of the course is to provide the student with detailed information about the future of health care informatics. This course will explore ways to advance (1) medical technologies, (2) health information infrastructure, and (3) intellectual leadership. It will also explore new technology creation and adoption processes including the impact of rapidly evolving technologies in the healthcare area. People discover and respond to the future as much as they plan it. Health systems and societies must have a clear vision of future health technology, information, dissemination of that information.

MHC735 Health Care informatics Field Work: Experience - 1 credit

Prerequisite: MHC730.

This one credit course requires the student to visit one of our affiliate hospitals and write an assessment of their informatics software. By arranging an interview with a member of the IT staff a basic understanding of the automation that is being used to provide day to day operations can be assessed. The student may make recommendations for additional software to enhance the organization's information flow.

MHC740 Strategic Planning in Health Care - 3 credits

This course focuses on developing an organizational vision, mission and goals, and integrating all components of the organization to achieve those goals. Strategic analysis, plan development and implementation strategies are included, as well as monitoring and evaluation.

MHC750 Health Care Policy and Ethics - 3 credits

This course gives an overview of policy development at the organizational, local and national levels. Students assess the influence of actors, arenas, and socio-historical trends on health care policy. They explore ethical principles and how they are infused into all aspects of health care and health care management.

Not Currently Offered

MHC726 Managing a Diverse Health Care Workforce - 3 credits

This course focuses on understanding and developing key competencies necessary to manage the diverse workforce present in today's healthcare organizations. The rapidly changing mix of staff and patients who populate hospitals and other health care organizations makes effective management of diversity a critical competency for successful managers and executives of these organizations. Throughout the course students explore the management issues tied to diversity, inclusion, and cultural competence. They view these through the lenses of personal experience, organization change, and leadership commitments. Students in this course expand their perspectives through thinking about difference in the workplace, through exploring best practices, through analyzing their understanding and current viewpoint, and through assessing individual and organizational action strategies.

MHC727 Cultural Competence in the Elimination of Health Care Disparities - 3 credits

This is a skill building course for managers with the goal to increase organizational capacities to provide culturally effective health care services. It also enhances managers' abilities to respond to the richness of perspectives and approaches as well as challenges which employees of various racial, ethnic and cultural groups bring to the organization. The course intends to move from "why" to "what and how" to eliminate health care disparities of the core cultural competency skills of health care managers in the 21st century.

MME691 Management Seminar I: Self-Diagnosis and Professional Development - 2 credits

The Management Seminar is a learning laboratory for developing, integrating and demonstrating competencies in personal, professional, and academic development. This seminar equips individuals with the knowledge and self-awareness to meet the challenges of changing job markets and establishes a foundation for self-directed career advancement. It promotes a career focus in information technology and e-commerce. It helps students develop an awareness of the changing career opportunities in this field, increase their knowledge of the industry and of resources for career development.

MME692 Management Seminar II: The Manager as Team Developer and Leader - 2 credits

This seminar focuses on the technical manager as a leader and developer of people and teams. Students develop important cognitive and

affective skills — developing people, peer relationships, working with others, and resolving conflict. Students also learn how to leverage the diversity in teams and utilize team resources effectively.

MME693 Management Seminar III: The Manager as Strategist - 2 credits

This seminar focuses on the development and implementation of strategies for gaining competitive advantage in the competitive, global e-business market. It covers varied approaches to analyzing strategic situations, developing a competitive strategy and managing policies to implement these strategies. Managers must also know how to lead organizational change and how to allocate and leverage resources. Business-governmental relationships, corporate social responsibility and cooperative strategy are also covered.

MME705 Information and Internet Security Essentials - 3 credits

As organizations are grappling with the plethora of attacks to their networks, data and Internet presence, E-commerce managers must learn how to prepare and prevent disaster and intrusion. Security is no longer optional and any manager unprepared in this area becomes a risk to the enterprise. This hands-on course is designed to equip individuals with the knowledge about different kinds of security threats to the enterprise networks and what technologies and techniques can be used to protect the organization.

MME710 Relational Database Management Systems Concepts and Methods - 3 credits

This course concentrates on the full life-cycle database application development process. Using case method, students analyze a project narrative and learn to create a data model following the relational database management system. Structured query language is used to enable students to create a database following the business narrative provided for the required course project.

MME711 Relational Database Management Systems Programming - 3 credits

PL/SQL programming units are learned and used to provide designer-enhanced functionality, incorporating block structure, error handling, control structures, functions and procedures, triggers and packages.

MME713 Internet Web Site Application Development - 3 credits

This course presents the theory and methods of web site design. The course focuses on the foundations of three-tiered application development. Students apply theory and methods through applications developed by using HTML, Java script and XML.

MME714 Internet Applications With Object Oriented Programming - 3 credits

This course presents the theory and methods of object oriented programming. This includes programming logic and specific object oriented programming project applications, three tiered architecture and Internet programming applications.

MME715 Internet Enterprise Applications and Project - 3 credits

This course presents the theory and methods of Java enterprise applications. Students apply these methods in publishing a JDBC application integrating Java and Oracle technology on the web.

MME790 Managing Software Development Projects - 3 credits

This course examines knowledge, techniques and tools needed to manage the development of software products. The course covers materials needed by managers to create plans for software development and to correctly estimate both project sizes and efforts needed to successfully execute plans. Topics such as risk management, life-cycle model alternatives, team development and technical personnel management are discussed.

MME792 E-Business Development - 3 credits

Students develop competencies in establishing and maintaining long term e-commerce client relationships. Topics include new account development and account maintenance through effective client/consultant teaming. The course examines the importance of presenting methods for effective account management, team effectiveness and effective negotiating skills.

MME800 Project Management Practicum (ILP) - 3 credits

In the practicum, students integrate knowledge and skills learned in MME790. Students develop, design and present a software design project; plan and justify the project; work to satisfy performance, schedule and budget requirements; adjust for unplanned occurrences; and provide status reports.

MME802 Business Continuity & Disaster Recovery Project

This course teaches the concepts, policies, regulations and practices of business continuity. It demonstrates how business continuity is good business practice and an integral part of corporate governance. It promotes learning from the perspective of professional practitioners, incorporating proven tools, tips, techniques and industry resources. The course explores changes in business climate, planning and assessment procedures, consulting on the topic, and implementation principles. Students gain the ability to construct a case for business continuity and engage in basic business continuity processes.

MHC724 Research in Diversity and Disparities in Health Care - 3 credits

This course reviews the research knowledge base on diversity and health care disparities, examines current and proposed policies that address disparities in health care, and explores the implications of research in the field for health care practitioners. Health care practitioners enrolled in the course will draw on professional and professional experiences to develop and offer alternative hypotheses, concepts and insights into diversity and disparities in health care.

MMG535 Communication Strategies for Organizational Effectiveness - 3 credits

Organizational effectiveness is a process, not an event. This course will look at the assessment, analysis and evaluation of present organizational strategies and provide opportunities to design and implement more effective communication within the organization. By measuring the functions of (1) purpose, (2) strategy, (3) feedback, (4) processes and procedures, and (5) leadership/membership.

MMG719 Cryptography - 3 credits

This course is designed to help students understand the basic concepts within cryptography, public and secret/shared key algorithms, algorithm types, key distribution and management of cryptographic attacks. Students will be introduced to the concepts used when defining applications, the construction and use of keys, algorithms, and digital signatures to ensure the confidential transmission of data that has integrity, which can be authenticated, and which provides non-repudiation.

MMG720 Application and System Development - 3 credits

This course emphasizes to the student that security planning during application development is critical at every stage of the process. The financial impact of application downtime and lost productivity caused by the increasing number of application level vulnerabilities and frequency of attacks is substantial. Existing network security solutions, including firewalls, were not designed to handle network and application layer attacks such as Denial of Service and Distributed Denial of Service attacks, worms, viruses, intrusions and Trojans.

MMG721 Physical and Operations Security - 3 credits

This course examines the principles of both physical and personnel security. Risk management and vulnerability assessment are included along with aspects of facility and environmental architecture, physical security methods, loss prevention strategies, guard forces and government public safety infrastructure. Students will demonstrate integration of security components for specific threats.

MMG722 Security Models & Architecture - 3 credits

This course provides you with analytical methods to assess and improve system security and survivability. It covers architecture fundamentals, security and survivability methods, and development of secure and survivable systems. Architecture analysis and tradeoffs can assess the relative merits of security strategies for particular environments of system use. In addition, systems must be analyzed and designed for survivability of critical mission functions. The Survivable System Analysis (SSA) method is used to evaluate and improve survivability.

MMG724 Access Control Systems & Methodology - 3 credits

The Access Control Systems and Methodology course addresses the collection of mechanisms that permit system managers to exercise a directing or restraining influence over the behavior, use, and content of a system. Access control permits management to specify what users can do, what resources they can access, and what operations they can perform on a system.

MMG730 Information Law, Privacy, Forensics and Ethics - 3 credits

The course provides a fundamental understanding of the legal implications related to information security and assurance. Students are exposed to a wide spectrum of current security-related laws and the various legal, privacy and ethical issues faced information security professionals. Particular focus is placed on protecting information assets, governing privacy and procedures for collecting and preserving evidence in a global environment.