



School of Management

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.

Mission — Using an adult learning methodology, the School of Management at Cambridge College seeks to develop aspiring and practicing managers who are values driven and adept at working with people and organizations in a diverse global world.

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

General Outcomes Students in the Master of Management program are expected to:

1. **Develop self-management skills** — be skilled at self assessment, goal-setting, time management, improving personal productivity, taking initiative, working effectively in teams, managing stress, managing one's own personal and professional development.
2. **Develop the ability to manage and lead others** — be able to delegate, build and lead teams; negotiate effectively; manage conflict; motivate, lead and develop others, manage performance
3. **Develop strong communication skills** — communicate clearly and persuasively through oral, written and interpersonal communications using multiple media.
4. **Develop analytical, research and decision-making skills** — obtain, analyze, and synthesize information, apply critical thinking and analysis for improved managerial decision-making
5. **Develop technology skills** — demonstrate the ability to function effectively in a virtual workplace, understand the operational and strategic role of technology in organizations
6. **Understand and manage internal organizational environments, resources and processes** — understand the effective use of the managerial functions of planning, organizing and controlling, be able to manage human, financial and informational resources, manage change and innovation, understand and effectively use power, understand and value diversity in organizations
7. **Understand and influence external organizational environments** — markets, suppliers, competitors, the public, regulatory and public policy environment; understand the global, social and environmental context of business and the importance of ethical and socially responsible decision making.

Adult Learning 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.

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.

Admission and Assessment

Admissions counselors give applicants an overview of the College's academic programs and assist with the application process. The faculty are available for academic advising.

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.**

Orientation, Advising and Management Seminar

Orientation — Just before each term begins, a required Introductory Seminar provides an orientation to the Master of Management program, and group course advising.

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, advising students on academic planning and signing 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 and relevant to his or her professional plans. Students must develop the project and supporting research in consultation with the seminar leader/academic advisor throughout the sequence of four seminars.

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 health care informatics concentration provides an introduction to the evolving field of health care informatics which focuses on data organization, storage and retrieval to assist health care professionals 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 health care 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 health care information systems; to enhance their knowledge of the importance of security, regulatory and accrediting agencies and confidentiality in health care informatics; and explore current and future trends in the field.

MM55 MM55 is for qualified adult learners who do not need a bachelor's degree to advance their careers or to pursue further education. The 18 additional credits of 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.

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.

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.





Master of Management

37-46 credits • 4 terms

The **MASTER OF MANAGEMENT (MM)** uses an adult learning method to develop aspiring and practicing managers who are values driven and adept at working with people and organizations in a diverse global world. Students are prepared to improve the effectiveness of their organizations and their own opportunities for advancement. They

gain comprehensive management and leadership skills including best practices, current academic and research perspectives, and proven strategies. They develop analytical, research and decision-making skills; and technology skills.

Program Prerequisites . . . required if assessments indicate need
MMG501E, MMG505, MMG507 additional 3-9 credits

Management Seminar & Project 12 credits

MMG690 Introductory Seminar 1

Management Seminar I-IV —Take in sequence with same seminar leader.

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.

Business

Leadership in Human & Organizational Dynamics

Non-Profit & Public Management

Business Negotiation & Conflict Resolution

Small Business Development

Technology Management

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

Continued →

See concentration details on next page.

Admission requirements:

- Bachelor's degree.
- 3-5 years of work experience *recommended*.
- Other general requirements (see Admission).

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



Continued

Master of Management

MM Concentration and Certificate Options

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

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
MMG710	Project Management	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	Intro to Project Management	1
DMG603	Drafting Business Contracts	1
DMG621	Statistical Analysis Using Spreadsheets	1
DMG607	Special Topics in Management	1
DMG608	Emergency 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:

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

Choose one directed study:

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

NON-PROFIT & PUBLIC MANAGEMENT

MMG727	Budgeting & Finance for Non-Profit & Public Organizations	3
MMG740	Human Resources Management	3
MMG750	Business, Government & Ethics	3
DMG605	Grant Writing	1

Choose two electives in Business, Leadership, or Negotiation. 6

HEALTH CARE MANAGEMENT, INFORMATICS — See separate program chart

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
MMG522	Fundamentals of Computer Information Systems (req for MMG717)	3
MMG717	Systems Analysis & Design for the IT Manager	3
MMG718	E-Business Development for IT Managers	3
MMG716	Emerging Technologies	3
MMG600F	Practicum in Technology Management	3

MMG600	Practicum	3
Available in each area of concentration; may be taken with special permission		



Master of Management / Health Care

37-46 credits, 4 terms

Health Care Management prepares health care managers and team members to meet current and future challenges. Health care is viewed from a systems perspective—as a totality of structure, process, and outcome—with a multi-cultural perspective. Health Care Informatics prepares students to work in information-related positions in health care, health sciences research, or educational settings, and to evaluate, manage, and develop a wide range of informatics projects.

Program Objectives — To understand health care issues, practices, and systems in historical, national, and international context; and enhance sound management and problem solving skills applied to health care.

To understand health care information systems, hardware, software, and support personnel; information security and confidentiality, retrieval and use, regulatory agencies, current and future trends.

Program Prerequisites . . . required if assessments indicate need
MMG501E, MMG505, MMG507additional 3-9 credits

Management Seminar & Project 12 credits

MMG690 Introductory Seminar 1

Management Seminar I-IV —Take in sequence with same seminar leader

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

Admission requirements:

- Bachelor's degree and other general requirements (see Admission).
- Health Care Management: 3-5 years of health care experience.
- Health Care Informatics: 3-5 years of health care or information technology (IT) experience.

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

Concentration/Certificate Options 16 credits

HEALTH CARE MANAGEMENT

DMG605 Grant Writing *or*

MHC721 Introduction to Health Care Disparities 1

MHC710 Risk Management in Health Care 3

MHC720 The U.S. Health Care System 3

MHC740 Strategic Planning in Health Care 3

MHG741 Terrorism & Disaster Management in Health Care Setting . 3

MHC750 Health Care Policy & Ethics. 3

Electives with faculty advisor approval

MHC725 Financial Management in Health Care 3

MHC600 Practicum in Health Care Management 3

HEALTH CARE INFORMATICS

MMG522 Fundamentals of Computer Information
Systems—required first course 3

MHC730 Health Care & Clinical Information Systems Trends, Issues . 3

MHC732 Life Cycle of Information Systems 3

MHC733 Data, Knowledge and Information Management 3

MMG710 Project Management. 3

MHC735 Health Care Informatics Field Work 1

MM55 — experienced leaders without bachelor's degree

- Students must meet MM55 admissions and academic requirements.
- MM55 students may choose the Health Care Management concentration. Informatics requires bachelor's degree or dean's approval.

See MM55 program chart.



Master of Management MM55

55-58 credits • 6 terms

The **MM 55 is for qualified individuals** with extensive leadership and management experience, who demonstrate readiness for graduate study, and **who do not need a bachelor's degree** to advance their careers.

The **initial coursework** enables students to sharpen the skills, competencies and knowledge needed to excel in graduate management study and managerial careers. Then students proceed to the standard MM course work.

The **Master of Management** uses an experiential, adult learning method to develop managers who are values driven and adept at working with people and organizations in a diverse global world. Students can use their new skills to improve the effectiveness of their organizations and their own opportunities for advancement. They gain comprehensive management and leadership skills including best practices, current academic and research perspectives, and proven strategies. They develop analytical, research and decision-making skills; and technology skills.

Program Prerequisite required if assessments indicate need

MMG501E Business Communication
for the Global Workplace additional 3 credits

Managerial Competencies & Theory 18 credits

Required **before** MM seminar & project, core and further courses

MMG504	Computer Applications for Business	3
MMG505	Graduate Writing.	3
MMG506	Quantitative Analysis for Managers	3
MMG507	Analysis & Communication for Managers.	3
MMG508	Information Research & Technology	3
MMG509	Political, Social & Economic Aspects of Business	3

MMG504, 505, and 506 may be waived based on assessment conducted at the beginning of the term, and replaced with management electives. MMG507, 508, and 509 cannot be waived.

Management Seminar & Project 12 credits

MMG690 Introductory Seminar 1

Management Seminar I-IV —Take in sequence with same seminar leader.

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. See Master of Management or MM/Health Care program chart for concentration requirements.

Business

Leadership in Human & Organizational Dynamics

Non-Profit & Public Management

Business Negotiation & Conflict Resolution

Health Care Management

Small Business Development

Technology Management

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

Admission requirements:

- Associate's degree, professional degree or license (e.g. RN); or at least 60 undergraduate credits that meet general criteria for transfer.
- 5-10 years of proven leadership and management experience.
- *Interview, evaluation and approval* of dean or regional center director.
- Other general requirements (see Admission).

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

The MM55 is not a substitute for a bachelor's degree.

A bachelor's degree may be required of students who decide to pursue further education or obtain professional licenses. Potential new employers may require a bachelor's degree.

Management Course Descriptions

Directed Studies (DMG)

DMG506 Essentials of Accounting - 1 credit

This course covers the fundamentals and principles of accounting. Key concepts underlying accounting systems are discussed along with use, setup and posting of balance sheets, income statements, cash flow statements, statements of retained earnings, and required SEC 10K filings. Students learn about dual entry - accrual accounting, and how to analyze key ratios derived from financial statements used in the management of organizations.

DMG601 Forecasting and Planning - 1 credit

This course 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 Intro to Project Management - 1 credit

This course 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 course 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 analyze (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 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. Hands-on activities provide practice in the art and craft of grantsmanship.

DMG607 Special Topics in Mgt: 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 and likely results from their actions will be discussed. 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. (Students should have taken MMG511 before taking this course. A prior course in economics is recommended but not required.)

DMG608 Emergency Management of Natural and Man-Made Disasters - 1 credit

This course is for managers responsible for ensuring that their organizations are prepared for response, mitigation, and recovery from mass casualty disasters both natural and man-made. Emergency management is prioritized by lives and property saved by improved responses and mitigation. Cases of past and future fatalities from mass disasters are presented, with examples of lives saved and lost by emergency management. Students prepare one-page personal disaster preparedness plans for home and work sites for diverse disaster threat-and-response characteristics.

DMG614 Performance Management: Systematic Approach/High Performance 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 Using Spreadsheets - 1 credit

Previous experience with Windows and spreadsheets preferred. 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 use of Internet-based technology by business and other organizations to improve productivity and to enhance customer value 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 based technology, 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 give 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.

Health Care Management (MHC)

MHC710 Risk Management in Health Care - 3 credits

This course deals with the discipline of dealing with the possibility that some future event will cause harm. It examines a variety of contemporary issues surrounding managerial and analytical problems involved in health care risk management. It includes a historical review of the role of risk management in health care and the evolution from a reactive to a pro-active focus and discusses the planning of a pro-active, patient outcome focused risk management program.

MHC720 The U.S. Health Care System - 3 credits

The course will review the evolution of health care in the U. S., explore the structure of the current system, and consider the impact of emerging trends on the provision of health care in the future. Various components and stakeholders will be identified, with special attention on the diversity of care options and evolving roles of government as a funding source and regulator. Developments in national health care policy, the cost-quality-access conundrum, and the expansion of health care reimbursement options will be examined. The course also examines health care systems in other countries as a means to access alternative approaches to health care delivery issues.

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. Students need to 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.

MHC725 Financial Management in Health Care - 3 credits

Prerequisite: DMG506 or equivalent. This course prepares health care managers to participate effectively in financial decision making within health care organizations. It focuses on how to use financial and program data to effectively analyze costs of programs and departments. Financial accounting, managerial accounting, and contemporary financial concepts are introduced. Special attention is given to Medicare, Medicaid, insurance, managed care, and government funding.

MHC730 Health Care and Clinical Information Systems, Trends and Issues - 3 credits

Prerequisite: MHC 520.

This course includes an overview of the health care information technology system as well as clinical information systems devoted to the direct management of the patient. It provides guidance for implementing, managing, and accessing clinical information systems in various health care settings. Discusses medical records, resource management and security, the importance of disaster planning, standards and regulatory issues as related to informatics. Also examines the current state and future of health care informatics, including tele-medicine and emerging technologies, and explores the new technology creation and adoption processes and the impact of rapidly evolving technologies in the health care arena.

MHC732 Life Cycle of Information Systems in Health Care Informatics - 3 credits

Prerequisite: MHC 520, MHC 730.

This course helps health care professionals understand the life-cycle of an information system and view it as a continuous process while maintaining the underlying support for the system. The course provides the tools needed to select a health information system based upon identified criteria in an individual health care agency and includes strategic planning, analysis, design and implementation, as well as testing and evaluation of the system.

MHC733 Data, Knowledge and Information Management in Health Care Informatics - 3 credits

Prerequisite: MHC 520, MHC 730.

The purpose of the course is to help health care professionals transform data into useful information for decision-making. This information

is then utilized to support administrative and clinical decision-making. Course content will include the process of decision-making, securing the right information, human factors that affect the use of information, information classifications, and the human-computer interaction in health care organizations.

MHC734 Professional Practice, Trends, and Issues in Health Care Informatics - 3 credits

Prerequisite: MHC 520, MHC 730.

This course is intended to provide students with a vision of future health information technology, information and its dissemination. It explores ways to advance medical technologies, information infrastructure and intellectual leadership. It examines the new technology creation and adoption process and the impact of rapidly evolving technologies in health care.

MHC735 Health Care Informatics: Fieldwork - 1 credit

Prerequisite: MHC 520, MHC 730.

The field work requirement provides the student with hands-on experience in a health care informatics setting. Students will be expected to complete an informatics project at a health care agency involving a total of 40 - 50 hours over a semester with an agency preceptor and under the guidance of a faculty advisor.

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 health care organization to achieve those goals. Strategic analysis, plan development and implementation strategies are included, as well as monitoring and evaluation.

MHC741 Terrorism and Disaster Management in a Health Care Setting - 3 credits

This course is intended for the health care manager who is responsible for the preparedness of his or her organization in a disaster situation. It focuses on planning and preparedness with a special emphasis on issues of terrorism. It covers topics such as the legal and ethical issues surrounding disaster planning and preparedness, obtaining assistance from government and other agencies, interagency cooperation, integrating civil and military response and meeting the needs of special populations.

MHC749 Special Issues in Health Care - 3 credits

A special topic in health care is addressed from a health systems perspective. Financial implications, policy and ethical issues are considered. Racial, ethnic and economic dimensions of the issues are explored.

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.

Managerial Competencies and Theory: MM55 (MMG)

MMG504 Computer Applications for Business - 3 credits

(Formerly ACC410) 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. This course is a requirement for students in the MM55 program. It may not be taken as an elective.

MMG505 Graduate Writing - 3 credits

(Cross-listed as CCP505; formerly ACC440)

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. This course is a requirement for students in the MM 55 Program. It may not be taken as an elective.

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 proportions, percentages, algebraic operations, probability and statistics. Charts and graphs are created using spreadsheet software. 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

This course addresses the analytical and communication skills necessary for success in business environments. Students develop their critical thinking skills and 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. This course is a requirement for students in the MM 55 Program. It may not be taken as an elective.

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. This course is a requirement for students in the MM 55 Program. It may not be taken as an elective.

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. This course is a requirement for students in the MM 55 Program. It may not be taken as an elective.

Management (MMG)

MMG501E Business Communication for the Global Workplace - 3 credits

This course is focused on the communication, analysis, and presentation skills necessary for success in the U.S. and global business environment. Using a variety of materials including articles from newspapers, videos and podcasts of business topics and cases, students will develop their reading listening, critical thinking and oral and written communication skills. Students will be exposed to issues facing managers in today's environment and gain a better understanding of the cultural assumptions and communication styles of the U.S. business workplace. They will learn the appropriate style of communication for different types of business situations - participating in meetings, interviewing, writing memos or reports and making oral presentations. They will learn to develop clear and persuasive arguments both orally and in writing. Students may be required to take this course based on results of their initial writing assessment. It does not count as an elective in the Master of Management program.

MMG511 Foundations of Management - 3 credits

(Formerly MMG503). 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

(Formerly MMG502). 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

(Replaced MMG501) 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 identification of an organization'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

Financial Accounting covers the four basic financial statements and the way they are used by decision makers. Fundamentals and principles of accounting are discussed along with key concepts underlying accounting systems. Students learn the framework of debits and credits used in posting. The course has a focus on interpretation, analysis and communication of financial data. It covers balance sheets, income statements, cash flow statements, statements of retained earnings, and required SEC 10K filings. Students learn dual entry - accrual accounting with a focus on analysis of key ratios derived from financial statements for internal management. Special attention is given to accounting for assets, liabilities and owner's equity. Additional topics include Generally Accepted Accounting Principles (GAP), the Sarbanes-Oxley regulations, and ethics in accounting.

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.

MMG520 Fundamentals of Computer Information Systems - 3 credits

The course provides an overview of computer information systems. Students will be presented with the core information systems principles, offered an overview of the information systems discipline, and will learn about the changing role of the information systems professional. This course will enable students, regardless of their field, to understand and use fundamental information systems principles so that they can function more efficiently and effectively as workers, managers, decision makers and organizational leaders.

MMG525 Decision Techniques for Managers - 3 credits

(Formerly MMG510) 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.

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.

MMG600 Practicum - 3 credits each

These courses are electives intended for students with limited working experience in the field of their concentration and are open to students who have completed at least three terms of work in the MM program. Students will undertake a supervised practicum or internship in an organization, working not more than 20 hours per week during the fall and spring terms (full time may be permitted in the summer or during official school breaks) in a position related to the concentration. Students are responsible for obtaining the position. Students must provide a letter from the prospective employer indicating the nature of the job, the specific duties involved, the duration and hours to be worked, and the name of the supervisor/contact person. Students work with their faculty advisor to design the learning objectives and outcomes of the practicum and will be required to submit learning papers and reports. Students register for this course after completing the practicum authorization form, which must be approved by the faculty advisor and the dean. International students will need approval for *curricular practical training* from the International Students Office.

MMG600A Practicum in Business

MMG600B Practicum in Business Negotiation and Conflict Resolution

MMG600C Practicum in Small Business Development

MMG600D Practicum in Leadership in Human and Organizational Dynamics

MMG600E Practicum in Non-Profit and Public Management

MMG600F Practicum in Technology Management

MHC600 Practicum in Health Care Management

MMG690 Introductory Seminar - 1 credit

(Formerly MMG500) 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.

MMG710 Project Management Concepts & 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 time frames 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 environment. 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 such as 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 & Design - 3 credits

Prerequisite: MHC520 or MMG715 or equivalent experience. Systems analysis and design is a critical competency for information technology. This course focuses on techniques for designing information systems more effectively and efficiently, by linking the information system, business mission and purpose and technology. Students learn the core skills required by systems analysts: from gathering requirements and modeling business needs, to creating blueprints for how the system should be built and implemented in a particular organization. The course provides a concise, yet informative theory of the systems development life cycle, and touches on project management, infrastructure management, system development and system implementation with examples from a variety of industries.

MMG718 E-Business Development for IT Managers - 3 credits

This course provides an overview of electronic business and e-commerce development. It develops the student's 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.

MMG725 Financial Management - 3 credits

Prerequisite: MMG520 or DMG506.

The major goal of the financial manager is to maximize the value of the firm. Accordingly, this course focuses on analysis and interpretation of financial data from the income statement, balance sheet and the statement of cash flows, for decision making. Powerful planning and control tools such as pro forma budgeting and break-even analysis are introduced, as well as the concepts of operational and financial leverage. Students learn how to estimate the amount of cash an organization will need in its operations. One key focus of the course is on capital budgeting, based on the concepts of the time value of money. This includes calculations of future value (FV), present value (PV), net present value (NPV), internal rate of return (IRR) and payback period.

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

Prerequisite: DMG 506 or equivalent skills.

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.

MMG731 Business Continuity & Disaster Recovery: Principles & Practices - 3 credit

In this course, students will learn how to use and apply the concepts, practices and techniques of business continuity. Awareness of business continuity as an integral part of corporate policies, in response to regulatory standards, and as a good business practice, is growing due to heightened threats in the world. Students will explore changes in the business climate, planning and assessment procedures from the perspective of professional practitioners, applying proven tools, tips, techniques and industry resources. Students will construct a business case for business continuity as part of a project that reflects

today's increasing dependence on security, information technology, and basic business processes.

MMG732 Global Business - 3 credits

Prerequisite: MMG511.

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 managerial functions and processes in a global context.

MMG733 Marketing Management - 3 credits

Prerequisite: MMG 511 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 them 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 Resource Management - 3 credits

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.

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.

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 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.

MMG748 Multi-Party / Multi-Issues 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.

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.

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

The theory and practice of organization development are introduced. Skills are developed in identifying how organizational systems operate together, including organization culture, leadership, structure, human resources, rewards, and technology. Students learn how to make effective change through dealing with an organization as a whole. Strategies are developed to help organizations adapt to new technologies, markets, and challenges, including the rate of change itself. Case studies and simulations are used throughout the class work.

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

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.

MMG761 Conflict Resolution in Multi-Cultural 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 organization.

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.

MMG801 Independent Learning Project - 3 credits

Prerequisite MMG 800.

This course registration is required if students received an Incomplete grade for MMG 800 Independent Learning Project. Students continue the research and data analysis and finalize the report writing for their projects. Online registration is not available for this course; students must complete an ADD form and submit it to the Registrar's office. Prior approval of the faculty advisor is required.

(new) Advanced Project Management - 3 credits

Prerequisites: MMG710 and two years practical experience managing projects.

In this class, students will learn advanced project management techniques and how and when to apply them in planning, executing, and controlling projects. Building on the fundamental skills in MMG710 Project Management Concepts and Practices, students will develop a project plan, then simulate plan execution by responding to project risks, scope changes, quality issues. Students will learn proven techniques for planning for and addressing project risks and quality, as well as standard reporting mechanisms for monitoring and controlling project progress.