



# Cambridge College Global

*Executive Director: Howard Horton*

*Dean of Academic Affairs: Michael Marrapodi*

## Mission

The mission of Cambridge College Global (CCG) is to provide high-quality, affordable, and accessible undergraduate and graduate degree programs, as well as professional training, for students interested in careers in business, public administration, information technology, and healthcare.

## Vision

- CCG will advance its leadership position in higher education by investing in state-of-the-art instructional technology and by diversifying its academic programs to serve students interested in careers in a broader range of industries.
- CCG will preserve and expand upon its more than a century-old heritage of working closely with organizational partners. Through the provision of differentiated and specialized academic programs, CCG will assist such partners in meeting their workforce requirements.

## Values

- We are an institution committed to innovation and to act nimbly to meet business, industry, and public educational needs.
- We are inspired by our heritage and our longstanding commitment to providing our learners affordable, high-quality programs and excellent services.

- We believe in broadening college access for more diverse learners and to support them to degree completion.
- We value integrity and fairness, and we respect the communities we serve.
- We empower others and ourselves to have a positive impact on society, promote open communication, collaboration, and the free exchange of ideas.

## New England Institute of Business Division

### History of New England Institute of Business

New England Institute of Business (formerly New England College of Business and Finance), founded in 1909, is a unique academic institution in that it has historically served the highly specialized educational needs of the banking and financial services industries. Since 1909, NEIB has provided relevant and current curricula to address the skills, training, and knowledge requirements of entry-level employees and middle managers in these industries.

On March 13, 2020, Cambridge College acquired the assets of the New England College of Business and formed the New England Institute of Business and Finance as part of Cambridge College Global.



## Cambridge College Online Division

Cambridge College Online (CCO) offers online and hybrid courses. Online courses (OL) are offered exclusively online; there are no requirements to attend any sessions on any campus. Hybrid courses include on campus meetings as well as online components. Online (DL) and hybrid courses are typically the same length as the term in which they are offered (Fall/Spring: 14-15 weeks; Summer: 8-9 weeks); however, some may be offered in a shorter time span. Students may select online and/or hybrid courses to complete their degree requirements in all programs.

### Cambridge College Online Degree Programs

The following Cambridge College ground programs are available 100% online through CCO:

#### Undergraduate Degree Programs

- Bachelor of Science Management Studies
- Bachelor of Science Health Care Management

#### Graduate Degree Programs

- Master of Business Administration

Courses for these fully online degree programs are 8-weeks in length, with two sessions scheduled in each term.

Questions?

Visit: [www.online.cambridgecollege.edu](http://www.online.cambridgecollege.edu) Email: [cconline@cambridgecollege.edu](mailto:cconline@cambridgecollege.edu)

CCO is supported by:

- Dean of Academic Affairs: Dr. Michael E. Marrapodi
- Associate Dean of Academic Affairs: Dr. Daniel Ibarrondo
- Manager of Creative Services & Publications: Leili Ansari

## Admissions

### Continuing Education - Non-Degree Seeking Students

Some students prefer to take courses without formally matriculating into a degree program. Continuing Education students who are undecided about matriculating into a degree program should speak with an Admissions Counselor to ensure the courses they intend to take are eligible for transfer into a degree program at CCG.

At the graduate level, a maximum of two master's level courses may be taken prior to matriculating into a master's program.

Please see *Cambridge College Global Tuition and Fees* on page 30 for the per-course tuition. Students interested in Continuing Education should contact the Student Financial Services Office at [sfs@cambridgecollege.edu](mailto:sfs@cambridgecollege.edu) for additional information.

### Articulation Agreements

Articulation agreements are partnerships between educational institutions which formalize their relationship to each other, and allow for the direct transfer of academic credit. Cambridge College Global currently has articulation agreements with the following entities:

#### Alabama

- Community College of the Air Force

#### Online

- Study.com
- Straighterline
- Acadeum

#### The Netherlands

- Business School Netherlands

#### Utah

- CareerStep

## Undergraduate Programs

Candidates for admission are encouraged to apply as soon as possible in order to be accepted to a specific program and start date. Applicants interested in matriculating into any undergraduate degree or certificate program must complete the admission process detailed below.

Candidates for admission must have earned a high school diploma or a GED prior to matriculation to CCG. High school seniors may apply for admission, but acceptance before high school graduation is contingent upon the receipt of notification of satisfactory completion of high school requirements or GED.

### Undergraduate Admission Requirements

For complete undergraduate admission requirements, please see *Admission Requirements and Information Cambridge College Global* on page 21.

### Transfer of Credit

Official transcripts from originating institutions must arrive during a student's first session in order for students to be awarded transfer credits. If official transcripts are not presented, students must satisfy the course requirements in order to complete their programs. Official college transcripts must be received by CCG by or on the last day of the first session in order to receive transfer credit. If the student's official college transcript is not received by this deadline, they may not be eligible for transfer credit.

Foreign credentials, with limited exceptions, must be evaluated for U.S. equivalency by a third-party evaluation agency. Please see *Transfer of Credit* on page 47 for more information.

## Graduate Programs

Candidates for admission are encouraged to apply as soon as possible in order to be accepted to a specific program and start date. Applicants interested in matriculating into a graduate program must complete the admission process outlined below.

New students registering in a single course must also complete this one-time application process. No more than two master's level courses can be taken through Continuing Education before matriculating into the master's program. If required, students are conditionally accepted into the master's programs until all prerequisite courses are completed.

### Graduate Admission Requirements

For complete graduate admission requirements, please see *Admission Requirements and Information Cambridge College Global* on page 21.

## Cambridge College Online (CCO) Admission Requirements

See the *Cambridge College Admission Requirements School of Undergraduate Studies* on page 14 and *Cambridge College Admission Requirements School of Management* on page 18 for the MBA programs.

## Transfer of Credit

Official college transcripts indicating students' Bachelor's degrees conferrals must be submitted to the college from the originating institutions. In the case of students receiving graduate transfer credits, official college transcripts from the originating institutions must be received by or on the last day of the first session in order to receive transfer credit. If the student's official college transcript is not received by this deadline, they may not be eligible for transfer credit.

Please see *Transfer of Credit* on page 47 for more information.

## Financial Options: Paying for College

### Tuition and Fees

Please see *Cambridge College Global Tuition and Fees* on page 30.

### Financing your Education

See *Paying for Your Education* on page 23

## Course Registration

See *Course Registration* on page 39.

### Academic Policies and Procedures

See *Academic Policies and Procedures* on page 42.

### Planned Break in Enrollment

#### Policy

Students who are looking to take a planned break in enrollment should contact their Academic Advisor. Planned breaks may occur, and it is the student's responsibility to inform CCG of their intent to withdraw from the College and to complete the required documentation to formally withdraw.

Students utilizing any type of Financial Aid must speak with the Student Financial Services team at Cambridge College to determine any concerns with eligibility or financial responsibility prior to undertaking a planned break.

### Petition for Change of Program

A student may transfer into a different concentration or program version under the following conditions:

- Student has discussed the transfer with his/her academic advisor or Program Chair.
- Student has submitted Petition for Change of Program a minimum of two weeks prior to the start of the next session and has received notification of approval prior to registering for courses under the new concentration.

- Student has reviewed the curriculum worksheet for the new concentration and understands which courses from his/her current program of study will transfer into the new program or concentration.
- Student is in good academic standing with a CGPA of 2.0 or higher at the undergraduate level and a CGPA of 3.0 or higher at the graduate level.
- Student is in good financial standing with CCG.
- Students who wish to change programs should contact their Student Advisor.

### Petition for Grade Change

Grading criteria for all course work at CCG is clearly defined on the syllabus and throughout all assignment instructions and rubrics. If a student believes that a grade has been issued in error, or wishes to better understand the rationale for a grade, the student is directed to speak with the faculty member of the course within one week of final grades being posted. Students are encouraged to work with their Academic Advisor to gather information for a petition for a grade change that will be forwarded to the Program Chair who oversees the course. After consideration of the appeal, the Program Chair will set up a meeting with the student and provide notification of a decision. Should the student wish to make a further appeal, the student will submit a formal, written appeal to the Dean of Online Academic & Student Affairs describing the reason for the appeal and measures that have been taken to date to appeal the grade. The decision rendered by the Dean of Online Academic & Student Affairs will serve as the final decision on the appeal. All records of grade appeals and decisions will be maintained in the student's academic record.

### Petition for Incomplete

See *Incompletes (INC)* on page 44.

### Course Cancellation

CCG reserves the right to cancel courses in which enrollment is below an acceptable minimum. If a course is canceled, every effort will be made to contact students about the cancellation and possible course substitutions. If a student utilizing a direct billing option through their employer opts to substitute a different course for a canceled course, he/she must notify their appropriate company representative of this change. The new course is held to the same withdrawal policies as the original course(s). If no substitution can be made, the student/company will not be held responsible for tuition.

### Residency Requirements

Students matriculated in a CCG degree program must complete a minimum of 25% of the program credits at Cambridge College. Students must complete at least 15 credits (5 courses) of CCG's 60-credit Associate degree programs; 30 credits (10 courses) of CCG's 120 credit Bachelor degree programs; 24 credits (8 courses) of CCG's Master of Science programs; 30 credits (10 courses) of CCG's Master of Business Administration program; and 48 credits (14 courses) of CCG's Doctor of Business Administration program.

### Prior Learning & Experience Credits

Both undergraduate and graduate students who have submitted an application for admission as a degree-seeking student may request an evaluation of non-college prior learning and experience. Students should contact their Academic Advisor for information on applying for Prior Learning and Experience Credit.

## Grading System

See *Grades and Grading* on page 44 or visit [www.cambridgecollege.edu/academic-policies-procedures/grades-and-grading-policy](http://www.cambridgecollege.edu/academic-policies-procedures/grades-and-grading-policy)

## Length of CCG Programs

Cambridge College Global offers six 8-week undergraduate sessions and eight 5-week graduate sessions per year.

### Associate's Degree Program

The Associate's Degree program requires 60 credits and is designed so that it can be completed in twelve (12) sessions.

### Bachelor's Degree Program

The Bachelor's Degree program requires 120 credits and is designed so that it can be completed in twenty-four (24) sessions. Students must complete the program within 180 attempted credits, approximately six (6) academic years or thirty-six (36) sessions.

### Master's and Doctoral Degree Programs

Master's Degree programs require 30 or 36 credits, depending on the specific program. The Doctor of Business Administration program requires 60 credits. It is recommended that programs be completed within 200% of the required credits in each program. Correspondingly, that would amount to 60 or 72 attempted credits. Also, it is recommended that the completion time period be within the same 200% time frame. It is recommended that you discuss your enrollment and academic plans with your Admissions Counselor and Academic Advisor.

### Academic Credits Earned by Academic Year

Please see *Satisfactory Academic Progress* on page 42.

## Length of Cambridge College Online Programs

Within Cambridge College Global, CCO offers courses that are 8-weeks long. Bachelor degree programs require 120 credits and are designed to be completed in 3.5 years. Master degree programs require 36 credits and are designed to be completed in 1 year.

# Academic Honesty and Code of Conduct

## Academic Honesty and Integrity Policy

At Cambridge College Global, academic integrity is defined as the commitment to honesty, fairness, and respect. As such, academic dishonesty is the failure to maintain these attributes and includes, but is not limited to, the following:

- Use of a proxy in the submission of assignments and examinations
- Making or receiving payments for the production of assignments and taking of examinations
- Submitting the work of another as one's own
- Fabrication and/or invention of academic references
- Plagiarism, whether intentional or unintentional
- Self-plagiarism (i.e., recycling of previously submitted work without the express written consent of the course professor)

The consequences for academic dishonesty (intentional or otherwise) include, but are not limited to:

- Receiving a grade of zero on a graded item
- Receiving a failing grade for the course
- Placement on Academic Probation
- Placement on Academic Suspension
- Dismissal from the College

The College utilizes Turnitin.com in its courses to assess any and all discussion postings, assignments, research projects, research papers, group projects, etc. for the purpose of plagiarism detection.

In each online class, students must electronically sign the Academic Honesty and Integrity Agreement. Failure to do so does not exempt the student from responsibility. Contact the class Professor or the Program Chair with questions regarding potential violations of this policy.

## Penalties for Violations of the Academic Honesty and Integrity Policy

Please review the Cambridge College Student Code of Conduct at <https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct>.

## CCG Copyright Infringement Policy

Copyright infringement is the outcome of downloading or uploading copyrighted materials without express permission from the copyright holder. Copyrights are protected under section 106 of the Copyright Act (Title 17 of the United States Code). No CCG staff member, faculty or student can share files by downloading or uploading them without express written permission from the copyright holder. Doing so may constitute an infringement of copyright law and may constitute a federal crime in accordance with the Federal Copyright Act. The penalties for violation of copyright can be found at: <http://www.copyright.gov/title17/92chap5.html#506>

### Copyright Web Resources

U.S. Government Copyright Office

<http://www.copyright.gov/>

<http://www.copyright.gov/help/faq/faq-fairuse.html#permission>

Digital File Check: Software to assist with identifying illegal files and p2p software [32 bit Windows only]

[http://www.ifpi.org/content/section\\_resources/digital-file-check.html](http://www.ifpi.org/content/section_resources/digital-file-check.html)

### Respect Copyrights

<http://respectcopyrights.org/>

Flash Version of Digital File Check [Flash Enabled Browser] \*Internet access is required to utilize this application

<http://www.dteconetusa.com/>

## Netiquette Policy (Online Etiquette)

A common concern often expressed about the online learning environment is interpreting the intended tone of voice between correspondents. Certain limitations exist in all communication media. While online communication does lack the expression and emotion present in face-to-face communication, it also provides you with the luxury of time to collect and compose your thoughts prior to communicating information.

An online learning environment needs structure for effective communication to occur. Below is a list of guidelines for effective online communication:

- Consider your language. Written text can very easily be misinterpreted by others in the online environment. Students are expected to be respectful of the teaching and learning environment and not post any comment or statement that uses language that is potentially inappropriate or that can be misinterpreted. A student who posts a text in the online learning platform whether in a Discussion, a Q & A or an e-mail that has been deemed inappropriate by the instructor or the College will be asked to remove the text or it will be removed by the College.
- Stay engaged and on task with relevant messages. Your insights and experiences are welcomed and encouraged. Remember that you want to stay focused on relevant topics of discussion to enhance your learning experience.
- Reference your messages. When appropriate, you need to reference your course material or other sources to support your assertions or comments. Facts and statistics communicated in your message require a supporting reference.
- Communicate using a respectful professional tone. Your colleagues bring different experiences and belief systems to the classroom, and each of your opinions is equally valid. At times, you may disagree with a colleague but do so in a respectful, professional manner. You are not competing with your colleagues; you are participating in a collaborative learning environment. Using sarcasm to belittle a colleague's ideas, or ranting against a colleague in a post, is not the way to encourage diverse opinions. Also, as always, derogatory comments regarding race, gender, religion, age, or sexual orientation will not be tolerated.
- Uphold the standards of academic integrity set forth by the College. Work submitted in the discussions and your assignments should be your own. Materials utilized from an outside source must be properly cited in APA Style and formatting.
- Submit substantive responses to the Discussion. To receive credit in the Discussion, you must do more than agree or disagree with your colleagues. The Discussion Rubric and Guidelines govern all aspects of Discussion original responses and subsequent posts.
- Do not type in all caps. Typing in all caps in the online environment is considered shouting and should be rarely used and then only for strong emphasis. If you wish to place emphasis on an important passage, try using bold text instead of all caps, underlining, italics or single quotation marks.
- Recognize that you are participating in an online dialogue. You still want to ensure correct spelling and grammar in all forms of your writing (discussions, e-mails, assignments, etc.).
- Use written communication to your advantage. Prior to sending a message, check it a final time to ensure that you are not only stating what you wish to state in a concise manner, but that you are doing it in the tone you wish to convey. Think of how your words will be received.
- Multiple infractions of this Policy could result in disciplinary actions up to and including dismissal from CCG.

If you have a question about this policy, or any part of the policy, please, contact your instructor or Program Chair.

## Software Code of Ethics

Unauthorized duplication of copyrighted computer software violates the law and is contrary to Cambridge College Global's standards of conduct. We disapprove of such copying and recognize the following principles as a basis for preventing its occurrence:

- We will neither engage in nor tolerate the making or using of unauthorized software copies under any circumstances.
- We will only use legally acquired software on our computers.
- We will comply with all license or purchase terms regulating the use of any software we acquire or use.
- We will enforce strong internal controls to prevent the making or using of unauthorized software copies, including effective measures to verify compliance with these standards and appropriate disciplinary measures for violation of these standards.

## Attendance and Active Status Policy

To benefit fully from a Cambridge College Global program, a student is expected to engage in their online courses on a consistent basis. Excessive, consecutive or cumulative disengagement may result in automatic withdrawal from the course(s) in which the disengagement occurs.

### Class Attendance and Participation

Cambridge College Global seeks to comply with the U.S. Department of Education Program Integrity Regulations and the Carnegie Foundation's 135 hours of classroom instruction in its courses that can be assessed and measured through substantive student performance standards. Class attendance is mandatory in all classes at CCG. Online students are expected to be present and to participate throughout the weeks as outlined in the course syllabus.

A student is marked present in a course in a given week under the following conditions:

- Student has posted a minimum of one gradable discussion board posting in a given week; or,
- Student has submitted a gradable course assignment(s) within a given week; or,
- Student has worked one-on-one with a faculty member on a course assignment by 6 am (EST) on Monday.
- Course instructor verifies that student has met attendance requirements.

### Make-up Policy

Students should consult their Instructor's Welcome Letter for the approved late work and make-up work policies. In the event that make-up work is accepted, students are required to make up all assignments and classwork missed as a result of absence before the end of the session. Make-up work is approved and accepted at the discretion of the instructor.

### Student Preparedness – Course Technology

To ensure student success in the online environment, it is required that you have reliable administrator-level access to a personal computer for your use throughout your academic career and that it is compatible with CCG online technology requirements. The average student is engaged with and/or accessing course materials approximately 17 hours per week at the undergraduate level and 27 hours per week at the graduate level.

To participate in an online course, students must have administrator-level access to a fully-functional laptop or desktop computer that can play audio and video. While students may be able to use a mobile device (cell phones, tablets or “books”) as a reference, coursework requires the use of downloaded software or web-based tools that are not compatible with mobile devices. Access to Microsoft Office (Word, PowerPoint) and a broadband Internet connection is required to participate in discussions, assignments, access readings, transfer course work, and receive feedback from faculty.

A workplace or library computer may not be a reliable computer solution due to the interactive and multimedia elements of CCG courses. It is also highly recommended that you have administrative rights on the computer used for coursework. Required functions, such as updating Internet browsers and installing plug-ins, may be prohibited when using a computer in which you do not have administrative rights. Check with your workplace IT department to ensure that your computer and company’s network meet CCG requirements.

### Student Preparedness – Tools for Online Research

The Cambridge College Global Student Resource Center, located in the Canvas learning management system, is available to all students upon being enrolled at the College. The resources cover a wide range of topics, which include, but are not limited to:

- Canvas navigation guides
- Techniques for being successful in online courses
- Time management
- Technology troubleshooting
- Online Library access and navigation
- Research help
- APA style guides
- Plagiarism and TurnItIn
- Software support and discounts
- Webinar recordings

These resources are designed to help support students’ success throughout their online courses. It is recommended that newly enrolled students access and familiarize themselves with the resources available in the Student Resource Center.

## Student Grievance Policy

- A student who has a grievance must submit his or her grievance in writing to the appropriate faculty or staff member with whom the complaint lies within 15 days of the grievance.
- If a viable solution is not reached between the student and faculty or staff member, the student may seek the aid of the Program Chair or the Dean.
- The student has 10 days from the time the complaint was originally made to the faculty or staff member to file a written complaint with the Dean if prior communication of the complaint has not been resolved to the student’s satisfaction.
- If a student’s grievance is not resolved, please see the College’s grievance policy at <https://www.cambridgecollege.edu/resources/student-rights-complaints-grievances>
- Students should review the SARA Grievance policy at <https://www.cambridgecollege.edu/sara-online-students-complaint-system>

## Course Code and Numbering System

CCG courses are identified by a three-letter, three-digit code. An additional identifier of “W” is added to denote that the course is a Cambridge College Global online course.

The letters represent the subject code indicating the area of study. The digits represent the course number.

One-hundred (100) level courses are typically for first-year students and sophomores and do not generally require a college-level prerequisite for enrollment. Two-hundred (200) level courses are for first-year students and sophomores and sometimes require a 100-level prerequisite. Three- (300) and four-hundred (400) level courses are generally considered junior and senior courses, and prerequisites may be required. Five-hundred (500) and six-hundred (600) level courses are master’s-level courses and require a bachelor’s degree as a prerequisite. Eight-hundred (800) and nine-hundred (900) are doctoral-level courses and require a master’s degree as a prerequisite.

## Inactive Programs

We are not admitting new students into the following programs as of Fall 2021:

- Bachelor of Science in International Business
- Master of Science in Risk Management and Insurance

If you are enrolled in a program that is no longer active, please confer with your academic advisor and continue to follow your program plan as outlined in the NEIB (formerly NECB) catalog dated January 2020. Tuition for programs in teach-out status will continue to follow the last NECB catalog and can be found on the former NECB website, [www.necb.edu](http://www.necb.edu).

Any information about New England Institute of Business at Cambridge College that is not included in this catalog can be found by visiting [www.necb.edu](http://www.necb.edu), emailing [info@cambridgecollege.edu](mailto:info@cambridgecollege.edu), or calling 617-951-2350. For specific inquiries, please see the directory for *Cambridge College Global* on page 377.



Associate Degree

# Associate of Science in Accounting (ASA)

• CIP 520305 • 60 credits

## Program Description

The Associate of Science in Accounting (ASA) is a 60-credit program that is designed to provide students with a foundation of academic study in business achieved within a reasonable period. Students who plan to continue their education at the bachelor level should be well-prepared, having completed standard General Education courses as well as key core 100- and 200-level accounting and business courses.

This degree employs a foundational theory and practice model, which allows students to acquire knowledge of the overarching principles of accounting while immediately applying the skills learned and demonstrating the abilities of an entry-level accountant. For those students who wish to gain a deeper knowledge of the accounting profession, the AS in Accounting also serves as an interim credential en route to the BS in Accounting degree. This program will offer a dynamic approach to understanding the depth and breadth of the first level of the accounting profession.

## Program Outcomes

- Complete the accounting cycle using assumptions, constraints, and principles.
- Prepare the four essential financial statements.
- Construct financial statements and tax returns using industry software programs.
- Identify ethical issues related to accounting decisions.

## Instructional Delivery

The ASA is an online program. Courses are eight weeks in length, and there are six sessions each year. The ASA is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive online learning format.

Given that CCG students are primarily working adults, the average program completion is three (3) years, or eighteen (18) eight-week sessions.

(All courses @ 3 credits except as noted.)

## ASA General Education ..... 21 credits

**English** ..... 6  
 ENG 101W English I  
 ENG 201W English II

## Critical Thinking and Literacy ..... 6

INF 101W Information Literacy for College Success  
 (Required first course at CCG)  
 PHI 101W Critical Thinking

## Social Science ..... 3

**Choose one:**  
 ECO 101W Economics and Society  
 PSY 250W Psychology  
 POL 250W Political Science  
 SOC 250W Sociology

## Mathematics\* ..... 3

**Choose one:**  
 MAT 101W\* Essentials of College Mathematics  
 MAT 103W Business Math  
 MAT 205W College Algebra

## Natural & Physical Science ..... 3

SCI 281W Environmental Science

\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.

## Core Curriculum ..... 30 credits

ACC 201W Accounting I  
 ACC 202W Accounting II  
 ACC 205W Managerial/Cost Accounting I  
 ACC 301W Intermediate Accounting I  
 MGM 201W Principles of Management  
 MGM 225W Human Resources  
 MGM 250W Business Ethics  
 MGM 255W Business Law  
 MGM 305W Organizational Behavior  
 MKT 210W Principles of Marketing

## Concentration Curriculum ..... 9 credits

### General Accounting Concentration

MAT 305W Business Statistics  
 ACC 206W Accounting Information Systems  
 ACC 310W Computer Accounting with QuickBooks

### Finance Concentration

MAT 305W Business Statistics  
 FIN 201W Principles of Financial Services  
 FIN 305W Corporate Finance



Associate Degree

# Associate of Science in Business Administration (ASBA)

• CIP 520201 • 60 credits

## Program Description

The Associate of Science in Business Administration (ASBA) is a 60-credit program that is designed to provide students with a strong foundation of academic study in business achieved within a reasonable period of time. Students who plan to continue their education at the bachelor level should be well-prepared, having completed standard General Education courses as well as key core 100-200-level accounting and business courses.

**Concentrations:** The ASBA offers the following concentrations: General Management, Accounting, Banking, Finance, Human Resources, International Business, Marketing, Social Entrepreneurship, and Quality Systems. Curriculum for the core program and each concentration is provided below. Courses in the concentration are typically taken in the sequence in which they are presented in the Catalog for skills-building purposes and academic success.

## Program Outcomes

- Discuss basic business plans in the context of global, political, social and technological environments.
- Recognize key ethical and legal concepts in diverse, changing work environments.
- Identify and research major business issues.
- Describe the operational principles of business, particularly in the industry-specific disciplines of accounting, finance, marketing, and management.
- Understand the importance of clearly and effectively communicating and presenting basic data, ideas, and concepts in business administration.

## Instructional Delivery

The ASBA is an online program. Courses are eight weeks in length, and there are six sessions each year. The ASBA is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive online learning format.

Given that CCG students are primarily working adults, the average program completion is three (3) years, or eighteen (18) eight-week sessions.

## ASBA General Education ..... 21 credits

**English** .....6  
ENG 101W English I  
ENG 201W English II

## Critical Thinking and Literacy.....6

INF 101W Information Literacy for College Success  
(Required first course at CCG)  
PHI 101W Critical Thinking

## Social Science .....3

**Choose one:**  
ECO 101W Economics and Society  
PSY 250W Psychology  
POL 250W Political Science  
SOC 250W Sociology

## Mathematics\* .....3

**Choose one:**  
MAT 101W\* Essentials of College Mathematics  
MAT 103W Business Math  
MAT 205W College Algebra

## Natural & Physical Science .....3

SCI 281W Environmental Science

\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.

## Core Curriculum ..... 24 credits

ACC 201W Accounting I  
ACC 202W Accounting II  
MAT 305W Business Statistics  
MGM 201W Principles of Management  
MGM 225W Human Resources  
MGM 250W Business Ethics  
MGM 255W Business Law  
MKT 210W Principles of Marketing

## Concentration Curriculum .....15 credits

**Continued**

(All courses @ 3 credits except as noted.)





Continued

## ASBA Concentrations

15 credits • Please take the courses outlined below after completing the ASBA General Education courses.

### General Management

FLS 101W Financial Literacy

FIN 201W Principles of Financial Services

*Electives: Choose three (3) courses from the ACC, FIN, DMK, INB, HRM, MGM, MKT, MIS, SEM, QSM programs*

### Accounting

ACC 205W Managerial/Cost Accounting I

ACC 301W Intermediate Accounting I

ACC 310W Computer Accounting with QuickBooks

*Electives: Choose two (2) courses from the ACC, FIN, DMK, INB, HRM, MGM, MKT, MIS, SEM, QSM programs*

### Banking

BNK 201W Principles of Banking

BNK 301W Consumer Credit

FLS 101W Financial Literacy

FIN 201W Principles of Financial Services

*Electives: Choose one (1) course from the ACC, FIN, DMK, INB, HRM, MGM, MKT, MIS, SEM, QSM programs*

### Finance

FIN 201W Principles of Financial Services

FIN 210W Principles of Investments

FIN 305W Corporate Finance

*Electives: Choose two (2) courses from the ACC, FIN, DMK, INB, HRM, MGM, MKT, MIS, SEM, QSM programs*

### Human Resources

HRM 210W Introduction to Recruitment & Selection

HRM 220W Introduction to Employee Relations

HRM 230W Introduction to Compensation & Benefits

HRM 250W Effective Workplace Training & Development

*Electives: Choose one (1) course from the ACC, FIN, DMK, INB, HRM, MGM, MKT, MIS, SEM, QSM programs*

### International Business

INB 301W International Business Law & Ethics

INB 305W International Business & Trade

INB 320W International Supply Chain & Logistics Management

*Electives: Choose two (2) courses from the ACC, FIN, DMK, INB, HRM, MGM, MKT, MIS, SEM, QSM programs*

### Marketing

DMK 205W Digital Marketing

MKT 215W Customer Relationship Marketing

MKT 230W Principles of Public Relations

*Electives: Choose two (2) courses from the ACC, FIN, DMK, INB, HRM, MGM, MKT, MIS, SEM, QSM programs*

### Social Entrepreneurship

DMK 205W Digital Marketing

SEM 205W Introduction to Social Entrepreneurship

SEM 210W Entrepreneurship & Small Business Management

*Electives: Choose two (2) courses from the ACC, FIN, DMK, INB, HRM, MGM, MKT, MIS, SEM, QSM programs*

### Quality Systems

MGM 215W Leadership & Management

PJM 210W Introduction to Project Management

QSM 210W Fundamentals of Quality Systems Management

*Electives: Choose two (2) courses from the ACC, FIN, DMK, INB, HRM, MGM, MKT, MIS, SEM, QSM programs*



Associate Degree

# Associate of Science in Healthcare Administration (ASHCA)

• CIP 510701 • 60 credits

## Program Description

The Associate of Science in Healthcare Administration (ASHCA) is a 60-credit program that is designed to provide students with a strong foundation of academic study in the healthcare industry. These foundational courses include healthcare terminology, essentials of healthcare in the United States, and medical law and ethics. Those students who plan to continue their education at the bachelor level should be well-prepared, having completed standard General Education courses as well as key core 100-200-level business and healthcare courses.

**Concentrations:** The ASHCA offers the following concentrations: Healthcare Reimbursement and Medical Office Administration.

## Program Outcomes

- Demonstrate the use of medical terminology in the appropriate context.
- Recognize and apply HIPAA compliance policies in different medical situations.
- Employ the use of medical terminology to aid in the administration of patient files.
- Complete basic forms required in a medical office to administer claims.
- Demonstrate strong communication skills and an understanding of the basic concepts of disease processes.

## Instructional Delivery

The ASHCA is an online program. Courses are eight weeks in length, and there are six sessions each year. The ASHCA is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive online learning format.

Given that CCG students are primarily working adults, the average program completion is three (3) years, or eighteen (18) eight week sessions.

## ASHCA General Education ..... 21 credits

**English** .....6  
 ENG 101W English I  
 ENG 201W English II

## Critical Thinking and Literacy .....6

INF 101W Information Literacy for College Success  
 (Required first course at CCG)  
 PHI 101W Critical Thinking

## Social Science .....3

**Choose one:**  
 ECO 101W Economics and Society  
 PSY 250W Psychology  
 POL 250W Political Science  
 SOC 250W Sociology

## Mathematics\* .....3

**Choose one:**  
 MAT 101W\* Essentials of College Mathematics  
 MAT 103W Business Math  
 MAT 205W College Algebra

## Natural & Physical Science .....3

SCI 281W Environmental Science

\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.

## Core Curriculum ..... 27 credits

ACC 203W Financial Statements for Managers  
 MGM 201W Principles of Management  
 MGM 225W Human Resources  
 MIS 205W Management Information Systems  
 HCA 101W Medical Terminology  
 HCA 150W Essentials in U.S. Healthcare  
 HCA 210W Medical Law and Ethics  
 MED 150W Introduction to Medical Coding  
 MED 200W Electronic Health Information Systems

Continued

(All courses @ 3 credits except as noted.)



Continued

## ASHCA Concentrations

12 credits • Please take the courses outlined below after completing the ASHCA General Education courses.

### Concentration Curriculum ..... 12 credits

#### Medical Office Administration

HCA 102W Medical Office Personality

MED 160W Medical Office Procedures

MED 180W Medical Billing & Reimbursement

*Electives: Choose one (1) course from the ACC, FIN, DMK, INB, HRM, MGM, MKT, MIS, SEM, QSM programs*

#### Healthcare Reimbursement

MED 155W Diagnosis Coding: ICD-10\_CM

MED 165W Procedure Coding: ICD-10-CM (Prerequisite: MED 155W)

MED 175W CPT Ambulatory Procedures Coding  
(Prerequisite: MED 165W)

MED 215W Practical Medical Billing and Reimbursement Procedures  
(Prerequisite: MED 175W)



Bachelor of Arts

# Bachelor of Arts in Interdisciplinary Studies (BAIDS)

• CIP code 300000 • 120 credits

## Program Description

The Bachelor of Arts in Interdisciplinary Studies is a 120-credit fully online program that is designed to be a flexible option for students who are interested in studying across multiple disciplines. The BAIDS program develops academic and workplace skills for success, and knowledge across a variety of academic fields. It is ideal for students who have broad academic interests and a desire to continue enhancing their knowledge throughout their lives.

## Program Outcomes

- Utilize special skills needed to be an online learner and an information literate individual in a technological world.
- Demonstrate a basic knowledge of the art and discipline of critical thinking.
- Apply research strategies to construct a formal paper demonstrating concept knowledge and research appropriate skills including APA citations.
- Employ the dynamics of cross-cultural communication and the meaning of cultural identity and its undercurrents.
- Execute basic and advanced math functions including business statistics, formulas, algebraic expressions, and linear equations, problems involving factoring, inequalities, exponents, radicals, functions, quadratic equations, and graphs.

## Instructional Delivery

The BAIDS is an online program. Courses are eight weeks in length, and there are six sessions per year. The BAIDS is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive learning format.

Given that CCG students are primarily working adults, the average program completion is five (5) years or thirty (30) eight-week sessions.

**Please note:** The Bachelor of Arts in Interdisciplinary Studies is also offered as an in-seat or hybrid program through Cambridge College. See *Interdisciplinary Studies* on page 79 for details.

## BAIDS General Education ..... 42 credits

**English** .....6  
 ENG 101W English Composition I (or WRT 101\*)  
 ENG 201W English Composition II (or WRT 102\*)

## Critical Thinking and Literacy .....9

PHI 101W Critical Thinking (or CTH 225\*)  
 MIS 225W Information Systems Today (or CMP 130\*)  
 INF 101W Information Literacy for College Success (or CMP 230\*)

## Mathematics .....6

MAT 101W\*\* Essentials of College Mathematics (or MAT 101\*)  
 MAT 205W College Algebra (or MAT 102\*)

*Elective Choose one additional General Education course . . . 3*

\*These Cambridge College courses will be accepted in place of the listed courses.

\*\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.

**Arts & Humanities** .....6

**Natural & Physical Sciences** .....6

**Social Sciences** .....6

## Open Electives ..... 36 credits

Choose electives and/or concentrations to support your academic interests and professional goals.

## Core Liberal Arts Curriculum ..... 42 credits

Select 13 courses from CCG course offerings with at least 3 courses (9 credits) in each of the following General Education topics:

**Arts & Humanities** .....at least 9

**Natural & Physical Sciences** .....at least 9

**Social Sciences** .....at least 9

## Capstone

INB 450W Individual BA Capstone. . . . .3



Bachelor of science

# Bachelor of Science in Accounting (BSA)

• CIP 520305 • 120 credits

## Program Description

The Bachelor of Science in Accounting (BSA) is a 120-credit program that is designed to provide students with a strong foundation of academic study in accounting achieved within a reasonable period of time. In addition to the skills and knowledge gained in Accounting, students will acquire a solid background across a wide range of functional business areas including finance, management, ethics, marketing, and law.

Students enrolled in the BS in Accounting will be exposed to key theoretical constructs and immersed in hands-on application of those theories in practice. In this program, a particular emphasis is placed on the acquisition of highly-targeted skills required by accounting professionals in support of career goals ranging from entering the public accounting world, to sitting for the requisite exams to earn highly regarded professional designations such as the Certified Public Accountant (CPA) or Certified Management Accountant (CMA), to focusing on financial management and the exam. The BSA offers a dynamic approach to understanding the depth and breadth of all areas of the accounting profession.

**Concentrations:** The degree has been designed with three 3-course concentrations aligned with the skills conducive to preparing students for the CPA and CMA exams.

- The Public Accounting Concentration offers students knowledge in Not-For-Profit, Advanced Auditing, including Internal Auditing and Governmental Auditing, and advanced topics in Management Accounting found on the CPA Exam®.
- Finance Concentration
- The Management Accounting Concentration offers students advanced knowledge in Strategic Management, Compensation and Benefits, and Advanced Cost Accounting, all of which are found on the CMA Exam®.

Each of these concentrations enables students to obtain an understanding of exam-specific content while simultaneously offering valuable knowledge which can be used regardless of the area or the industry in which the student enters.

## Program Outcomes

- Apply advanced principles and rules to financial statement data to produce a complete set of company financial statements.
- Conduct a mock audit using Generally Accepted Auditing Standards (GAAS) and prepare an independent auditor's report.
- Use decision-support tools to evaluate, process, and solve organizational problems.
- Analyze global business transactions and apply appropriate accounting theory.

## Instructional Delivery

The BSA is an online program. Courses are eight weeks in length, and there are six sessions per year. The BSA is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive learning format.

Given that CCG students are primarily working adults, the average program completion is five (5) years or thirty (30) eight-week sessions.

## BSA General Education ..... 42 credits

**English** .....6  
 ENG 101W English Composition I  
 ENG 201W English Composition II

**Critical Thinking and Literacy** .....6  
 INF 101W Information Literacy for College Success  
 (Required as first course at CCG)  
 PHI 101W Critical Thinking

**Arts & Humanities** .....6  
*Choose two:*  
 ART 301W Art History & Appreciation  
 ENG 305W American Literature  
 ENG 405W British Literature  
 HIS 201W U.S. History Since 1900

**Social Science** .....6  
*Choose two:*  
 ECO 101W Economics and Society  
 PSY 250W Psychology  
 POL 250W Political Science  
 SOC 250W Sociology

**Mathematics** .....6  
 MAT 101W\* Essentials of College Mathematics  
 MAT 103W\* Business Math  
 MAT 205W College Algebra

**Communication** .....6  
 COM 201W Business Writing & Communication  
 COM 301W Interpersonal and Organizational Communication

**Natural Science** .....6  
 SCI 281W Environmental Science  
 SCI 301W Anatomy & Physiology

\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.



(All courses @ 3 credits except as noted.)



Continued

# Bachelor of Science in Accounting (BSA)

## Core Curriculum .....42 credits

- ACC 201W Accounting I (Prerequisite: MAT 103W)
- ACC 202W Accounting II (Prerequisite: ACC 301W)
- ACC 205W Managerial/Cost Accounting 1
- ACC 301W Intermediate Accounting 1
- ACC 302W Intermediate Accounting 2
- ACC 303W Federal Income Taxation
- ACC 401W Advanced Accounting & Reporting
- MGM 201W Principles of Management
- MGM 225W Human Resources
- MGM 250W Business Ethics
- MGM 301W Research Methods
- MGM 305W Organizational Behavior
- MGM 401W Operations Management
- ACC 450W BSA Senior Capstone

## Concentration Curriculum .....36 credits

### Public Accounting

- MAT 305W Statistics
- ACC 206W Accounting Information Systems
- ACC 305W Managerial/Cost Accounting II
- ACC 310W Computer Accounting with QuickBooks
- ACC 402W Auditing I
- ACC 403W Advanced Auditing
- ACC 405W Government and Nonprofit Accounting
- FIN 305W Corporate Finance
- MGM 255W Business Law

*Free electives: Choose three business courses not outlined above*

### Finance

- MAT 305W Statistics
- FIN 201W Principles of Financial Services
- FIN 210W Principles of Investments
- FIN 305W Corporate Finance
- FIN 401W Investment Management
- INB 405W International Finance
- MGM 255W Business Law
- MGM 415W Strategic Management & Decision Making

*ECO Choose one Economics course*

*Free electives: Choose three business courses not outlined above*

### Management Accounting

- MAT 305W Statistics
- ACC 206W Accounting Information Systems
- ACC 305W Managerial/Cost Accounting II
- ACC 310W Computer Accounting with QuickBooks
- ACC 402W Auditing I
- ACC 405W Government and Nonprofit Accounting
- FIN 305W Corporate Finance
- MGM 255W Business Law
- MGM 415W Strategic Management & Decision Making

*Free electives: Choose three business courses not outlined above*

(All courses @ 3 credits except as noted.)



Bachelor of Science

# Bachelor of Science in Business Administration (BSBA)

• CIP 520201 • 120 credits

## Program Description

The Bachelor of Science in Business Administration (BSBA) is a 120-credit program that is designed to provide students with a strong foundation of academic study in business achieved within a reasonable period of time. Those students who enter the BSBA program should be well-prepared with the fundamentals in General Education and core 100 and 200 level business courses.

**Concentrations:** The BSBA offers the following concentrations: Accounting, Banking, Finance, General Management, Healthcare Reimbursement, Human Resources, International Business, Marketing, Medical Office Administration, Quality Systems and Improvement Management, and Social Entrepreneurship. Curriculum for the core program and each concentration is provided below. Courses in the concentration are typically taken in the sequence in which they are presented in the Catalog for skills building purposes and academic success.

## Program Outcomes

- Analyze the effectiveness of business and strategic plans in the context of global, political, social and technological environments.
- Examine key ethical and legal concepts, policies, and principles in diverse, changing work environments.
- Apply quantitative and qualitative research to critically evaluate major business issues.
- Analyze the operational and theoretical principles of business, particularly in the industry-specific disciplines of accounting, finance, marketing, and management.
- Communicate and present data, ideas, and concepts in business administration in a clear and effective fashion.

## Instructional Delivery

The BSBA is an online program. Courses are eight weeks in length, and there are six sessions per year. The BSBA is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive learning format.

Given that CCG students are primarily working adults, the average program completion is five (5) years or thirty (30) eight-week sessions.

## BSBA General Education ..... 42 credits

**English** .....6  
 ENG 101W English Composition I  
 ENG 201W English Composition II

**Critical Thinking and Literacy** .....6  
 INF 101W Information Literacy for College Success  
 (Required as first course at CCG)  
 PHI 101W Critical Thinking

**Arts & Humanities** .....6  
*Choose two:*  
 ART 301W Art History & Appreciation  
 ENG 305W American Literature  
 ENG 405W British Literature  
 HIS 201W U.S. History Since 1900

**Social Science** .....6  
*Choose two:*  
 ECO 101W Economics and Society  
 PSY 250W Psychology  
 POL 250W Political Science  
 SOC 250W Sociology

**Mathematics** .....6  
 MAT 101W\* Essentials of College Mathematics  
 MAT 103W\* Business Math  
 MAT 205W College Algebra

**Communication** .....6  
 COM 201W Business Writing & Communication  
 COM 301W Interpersonal and Organizational Communication

**Natural Science** .....6  
 SCI 281W Environmental Science  
 SCI 301W Anatomy & Physiology

\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.



(All courses @ 3 credits except as noted.)



**Continued** → **Bachelor of Science in Business Administration (BSBA)**

**Core Curriculum .....42 credits**

- ACC 201W Accounting I (Prerequisite: MAT 103W)
- ACC 202W Accounting II (Prerequisite: ACC 201W)
- FIN 305W Corporate Finance
- MGM 201W Principles of Management
- MGM 225W Human Resources
- MGM 250W Business Ethics
- MGM 255W Business Law
- MGM 301W Research Methods
- MGM 305W Organizational Behavior
- MGM 401W Operations Management
- MGM 415W International Business Management
- MIS 205W Management Information Systems
- MKT 210W Principles of Marketing
- MGM 450W BS Senior Capstone

**Concentrations .....36 credits**

**Accounting**

- MAT 305W Statistics
- ECO Choose one Economics course*
- MGM 410W Strategic Planning & Decision Making
- ACC 310W Computer Accounting with QuickBooks
- ACC 205W Managerial / Cost Accounting
- ACC 305W Managerial/Cost Accounting II
- ACC 301W Intermediate Accounting  
(Prerequisite: ACC 202W)
- ACC 303W Federal Taxation
- Electives Choose four business electives*

**Banking**

- MAT 305W Statistics
- ECO Choose one Economics course*
- MGM 410W Strategic Planning & Decision Making
- BNK 201W Principles of Banking
- BNK 301W Consumer Credit
- BNK 405W Contemporary Regulatory Issues
- FIN 201W Principles of Financial Services
- FIN 210W Principles of Investments
- Electives Choose four business electives*

**Finance**

- MAT 305W Statistics
- ECO Choose one Economics course*
- MGM 410W Strategic Planning & Decision Making
- BNK 301W Consumer Credit
- FIN 201W Principles of Financial Services
- FIN 210W Principles of Investments
- FIN 401W Investment Management
- INB 405W International Finance
- Electives Choose four business electives*

**General Management**

- MAT 305W Statistics
- ECO Choose one Economics course*
- FLS 101W Financial Literacy
- FIN 201W Principles of Financial Services
- INB 301W International Business Law & Ethics
- MGM 215W Leadership & Management
- MGM 410W Strategic Planning & Decision Making
- Electives Choose five business electives*

**Healthcare Reimbursement**

- MAT 305W Statistics
- ECO Choose one Economics course*
- HCA 101W Medical Terminology
- HCA 150W Essentials in U.S. Healthcare
- HCA 210W Medical Law and Ethics
- MED 150W Introduction to Medical Coding
- MED 155W Diagnosis Coding ICD-10-CM
- MED 165W Procedure Coding ICD-10-CM
- MED 175W CPT Ambulatory Procedure Coding
- MED 200W Electronic Health Information Systems
- MED 215W Practical Medical Billing and Reimbursement
- Electives Choose one business elective*

**Human Resources**

- MAT 305W Statistics
- ECO Choose one Economics course*
- HRM 210W Introduction to Recruitment & Selection
- HRM 220W Introduction to Employee Relations
- HRM 230W Introduction to Compensation and Benefits
- HRM 250W Effective Workplace Training & Development
- MGM 215W Leadership & Management
- MGM 410W Strategic Planning & Decision Making
- Electives Choose four business electives*



(All courses @ 3 credits except as noted.)





Continued

# Bachelor of Science in Business Administration (BSBA)

## International Business

MAT 305W Statistics  
*ECO Choose one Economics course*  
MGM 215W Leadership & Management  
MGM 410W Strategic Planning & Decision Making  
INB 301W International Business Law & Ethics  
INB 305W International Business & Trade  
INB 320W International Supply Chain & Logistics Management  
INB 401W International Negotiations & Culture  
INB 405W International Finance  
INB 420W Global Politics & Organizations  
*Electives Choose two business electives*

## Marketing

MAT 305W Statistics  
*ECO Choose one Economics course*  
MGM 215W Leadership & Management  
MGM 410W Strategic Planning & Decision Making  
DMK 205W Digital Marketing  
DMK 230W Data Analysis, Metrics, & Measurement in Digital Marketing  
MKT 215W Customer Relationship Marketing  
MKT 230W Principles of Public Relations  
MKT 301W Marketing Research  
MKT 305W Consumer Behavior  
*Electives Choose two business electives*

## Medical Office Administration

MAT 305W Statistics  
*ECO Choose one Economics course*  
HCA 101W Medical Terminology  
HCA 150W Essentials in U.S. Healthcare  
HCA 210W Medical Law and Ethics  
MED 150W Introduction to Medical Coding  
MED 160W Medical Office Procedures  
MED 180W Medical Billing & Reimbursement  
MED 184W Medical Insurance Procedures  
MED 200W Electronic Health Information Systems  
*Electives Choose two business electives*

## Quality Systems and Improvement Management

MAT 305W Statistics  
*ECO Choose one Economics course*  
MGM 215W Leadership & Management  
MGM 410W Strategic Planning & Decision Making  
PJM 210W Project Management  
QSM 210W Quality Systems Management  
QSM 345W Performance Based Management & Benchmarking  
QSM 408W Special Topics in Quality Management  
*Electives Choose four business electives*

## Social Entrepreneurship

MAT 305W Statistics  
*ECO Choose one Economics course*  
MGM 215W Leadership & Management  
MGM 410W Strategic Planning & Decision Making  
SEM 205W Introduction to Social Entrepreneurship  
SEM 210W Entrepreneurship & Small Business Management  
SEM 320W Grant Writing & Funding  
DMK 205W Digital Marketing  
DMK 301W Laws, Ethics & Social Responsibility in a Digital Age  
*Electives Choose four business electives*

(All courses @ 3 credits except as noted.)



Bachelor of Science

# Bachelor of Science in Criminal Justice (BSCJ)

• CIP code 430104 • 120 credits

## Program Description

The online Bachelor of Science in Criminal Justice provides a comprehensive exploration of criminal behavior and the responses of law enforcement, the court system, and corrections. Students will study law enforcement, the court system, and corrections in light of 21<sup>st</sup>-century policing principles including public safety, current social justice issues, and the constitutional rights of individuals. Students will explore the impact of crime on victims, offenders, and the general public.

The program draws upon the experience of professional practitioners through in-class and in-field education placements; using their classroom knowledge and developing practical skills in community settings.

## Program Outcomes

Students will be able to:

- Understand the underlying causes of crime and criminal behavior, and distinctions between various forms of law violations.
- Demonstrate, defend and critique the structure of the criminal justice system and discuss legal and ethical responsibilities and practices.
- Evaluate, defend and critique differing views of national, state and local laws, policies and enforcement practices.
- Know the role of law enforcement in society, the structure and training of its officers and specializations such as community policing, state police, environmental police, federal law enforcement.
- Know the history, structure and role of federal and local courts; designated courts such as drug courts, juvenile courts, mental health courts and the judicial process; the roles of defense, prosecution and judicial professionals.
- Evaluate, defend and critique the role of corrections, correctional facilities and sentenced populations, correctional policies, staffing and roles.
- Research and respond to controversial issues related to law enforcement, sentencing and correctional practices and defend differing views in a scholarly manner.
- Participate thoughtfully in debates on society's responses to crime: treatment vs. punishment, need for law and respect for human rights, the impact of crime and imprisonment, alternative sentencing and the principles of restorative justice.

## Instructional Delivery

The BSCJ is an online program. Courses are eight weeks in length, and there are six sessions per year. The BSCJ is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive learning format.

Given that CCG students are primarily working adults, the average program completion is five (5) years or thirty (30) eight-week sessions.

**Please note:** The Bachelor of Science in Criminal Justice is also offered as an in-seat or hybrid program through Cambridge College. See *Criminal Justice* on page 73 for details.

## BSCJ General Education ..... 42 credits

### English ..... 6

ENG 101W English Composition I

ENG 201W English Composition II

### Critical Thinking and Literacy ..... 6

INF 101W Information Literacy for College Success  
(Required as first course at CCG)

PHI 101W Critical Thinking

### Communication ..... 6

COM 201W Business Writing & Communication

COM 301W Interpersonal and Organizational Communication

### Arts & Humanities ..... 6

*Choose two:*

ART 301W Art History & Appreciation

ENG 305W American Literature

ENG 405W British Literature

HIS 201W U.S. History Since 1900

### Social Science ..... 6

*Choose two:*

ECO 101W Economics and Society

PSY 250W Psychology

POL 250W Political Science

SOC 250W Sociology

### Mathematics ..... 6

*Choose two:*

MAT 101W\* Essentials of College Mathematics

MAT 103W\* Business Math

MAT 205W College Algebra

### Natural Science ..... 6

SCI 281W Environmental Science

SCI 301W Anatomy & Physiology

\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.

## Open Electives ..... 38 credits

Choose electives and/or concentrations to support your academic interests and professional goals.



(All courses @ 3 credits except as noted.)



Continued

## Bachelor of Science in Criminal Justice (BSCJ)

<b>Criminal Justice Major</b> .....	<b>40 credits</b>
JUS 200 Crime and Criminal Justice .....	3
JUS 225 Introduction to Social Justice .....	3
JUS 304 Foundations of Law Enforcement .....	3
JUS 305 Introduction to Criminal Law .....	3
JUS 306 Courts and Community .....	3
PSY 328 Forensic Psychology .....	3
JUS 450 Research and Analytics in Criminal Justice .....	3
BHS 402 Special Topics in Justice Issues .....	3
JUS 416 History and Current Practices of Corrections .....	3
JUS 440 Diversity, Equity, and Inclusion in Criminal Justice .....	3
JUS 445 Crime Scene Investigation .....	3
JUS 470 Criminal Justice Field Education .....	4
JUS 490 Criminal Justice Capstone .....	3

See *Undergraduate Course Descriptions* on page 99.



Bachelor of Science

# Bachelor of Science in Digital Marketing (BSDM)

• CIP 521499 • 120 credits

## Program Description

The Bachelor of Science in Digital Marketing (BSDM) is uniquely designed for students interested in learning the emerging trends in digital media and how to leverage the power of mobile devices, social networks, graphic design, and the interactive Web to meet (and exceed) business objectives. This program will teach students how to embrace the evolving digital world and to create innovative marketing strategies using new technologies that engage online audiences, cultivate digital opportunities and achieve a competitive advantage.

The BSDM program offers three concentrations: Marketing Analytics, Strategic Marketing, and Virtual Marketing, and is consistent with CCG's mission of providing a high quality curriculum with a focus on educating competent and skilled business professionals. While the BSDM program curriculum includes several business core courses offered through CCG's BSBA program, the BSDM program curriculum offers in-depth course work in the niche areas of digital marketing, public relations and advertising that are intended to provide learners with a unique skill set applicable to current industry needs, as noted in the curriculum map below.

## Program Outcomes

The Program Learning Outcomes for the BSDM program are:

- Develop an understanding of how digital marketing principles and strategies are used to achieve marketing, management, and business objectives.
- Identify ways in which marketing practices evolve within a digital framework and integrate digital components into a comprehensive marketing plan.
- Conduct research on contemporary issues in digital marketing and apply statistical reasoning toward forming research findings.
- Predict and convey to various audiences emerging technology trends and manage their impact on marketing strategies.
- Identify and assess the legal and ethical aspects of the digital medium and form approaches for navigating these components.
- Devise targeted marketing strategies in a digital framework and determine the measurements and metrics to be used for continual analysis.
- Develop, analyze and design basic web sites geared toward the goals of effective marketing, advertising, public relations, and ecommerce.
- Analyze companies' search engine performance strategies and identify optimal solutions to maximize return on investment.
- Formulate digital marketing communications to promote customer relationships, enhance brand image, and expand market reach.

## Instructional Delivery

The BSDM is an online program. Courses are eight weeks in length, and there are six sessions each year. The BSDM is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive online learning format.

Given that CCG students are primarily working adults, the average program completion is five (5) years or thirty (30) eight-week terms.

## BSDM General Education ..... 42 credits

### English ..... 6

ENG 101W English Composition I

ENG 201W English Composition II

### Critical Thinking and Literacy ..... 6

INF 101W Information Literacy for College Success

(Required as first course at CCG)

PHI 101W Critical Thinking

### Arts & Humanities ..... 6

Choose two:

ART 301W Art History & Appreciation

ENG 305W American Literature

ENG 405W British Literature

HIS 201W U.S. History Since 1900

### Social Science ..... 6

Choose two:

ECO 101W Economics and Society

PSY 250W Psychology

POL 250W Political Science

SOC 250W Sociology

### Mathematics ..... 6

MAT 101W\* Essentials of College Mathematics

MAT 103W\* Business Math

MAT 205W College Algebra

### Communication ..... 6

COM 201W Business Writing & Communication

COM 301W Interpersonal and Organizational Communication

### Natural Science ..... 6

SCI 281W Environmental Science

SCI 301W Anatomy & Physiology

\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.

**Program chair:** Christopher Weir, EdD, MA

• christopher.weir@cambridgecollege.edu



(All courses @ 3 credits except as noted.)



Continued

# Bachelor of Science in Digital Marketing (BSDM)

## Core Curriculum .....42 credits

- ACC 201W Accounting I (Prerequisite: MAT 103W)
- ACC 202W Accounting II (Prerequisite: ACC 201W)
- DMK 205W Digital Marketing
- DMK 230W Data Analysis, Metrics & Measurement of Digital Marketing
- DMK 301W Laws, Ethics, & Social Responsibility in a Digital Age
- MGM 201W Principles of Management
- MGM 225W Human Resources
- MGM 301W Research Methods
- MGM 305W Organizational Behavior
- MGM 401W Operations Management
- MIS 205W Management Information Systems
- MKT 210W Principles of Marketing
- MKT 305W Consumer Behavior
- MGM 450W BS Senior Capstone

## If not selecting a concentration..... 36 credits

- MAT305W Statistics
- ECO Choose one Economics course*
- MGM215W Leadership and Management
- MGM410W Strategic Planning & Decision Making
- MKT301W Marketing Research
- Electives Choose 7 DMK, MKT, or SEM courses*

## Concentrations.....36 credits

### Strategic Marketing

- MAT 305W Statistics
- ECO Choose one Economics course*
- MGM 215W Leadership & Management
- MGM 410W Strategic Planning & Decision Making
- MKT 301W Marketing Research
- DMK 305W Digital Advertising
- DMK 410W Global Strategies in Digital Marketing
- DMK 340W Search Engine Optimization
- Electives Choose four business electives*

### Virtual Marketing

- MAT 305W Statistics
- MGM 215W Leadership & Management
- MGM 410W Strategic Planning & Decision Making
- DMK 420W Mobile Marketing
- DMK 210W Viral Marketing & Digital Presence
- DMK 305W Digital Advertising
- DMK 315W Online Content Marketing & Consumer Behavior
- DMK 330W Target Marketing & Social Optimization
- Electives Choose four business electives*

### Marketing Analytics

- MAT 305W Statistics
- ECO Choose one Economics course*
- MGM 215W Leadership & Management
- MGM 410W Strategic Planning & Decision Making
- MKT 301W Marketing Research
- DMK 315W Online Content Marketing & Consumer Behavior
- DMK 330W Target Marketing & Social Optimization
- DMK 428W Digital Marketing, Big Data & Web Analytics
- Electives Choose four business electives*

(All courses @ 3 credits except as noted.)



Bachelor of Science

# Bachelor of Science in Healthcare Administration (BSHCA)

• CIP 510701 • 120 credits

## Program Description

The Bachelor of Science in Healthcare Administration (BSHCA) is a 120-credit program that is designed to provide students with a strong foundation of academic study in leadership and management in the healthcare industry. In this program, students will develop an understanding of the essential aspects of healthcare management through courses in healthcare finance, healthcare management, and the healthcare industry. Those students who enter the BSHCA program should be well-prepared with the fundamentals in General Education and core 100 and 200 level healthcare and business courses.

## Program Outcomes

- Explain and compare the organizational elements, structure, performance, terminology, and delivery modalities for the U.S. and global healthcare systems.
- Analyze the structure and interdependence of healthcare system elements and issues using critical thinking to formulate innovative system designs that improve healthcare delivery.
- Create policy and processes and execute decisions in compliance with the legal, regulatory, and ethical considerations inherent in managing healthcare systems and organizations.
- Integrate concepts of ethics, privacy, law, and regulation to achieve optimal organizational effectiveness while adhering to the professional values and standards of the healthcare industry.
- Communicate and present data, ideas, and concepts in healthcare administration in a clear and effective fashion.

## Instructional Delivery

The BSHCA is an online program. Courses are eight weeks in length, and there are six sessions per year. The BSHCA is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive learning format.

Given that CCG students are primarily working adults, the average program completion is five (5) years or thirty (30) eight-week sessions.

## BSHCA General Education ..... 42 credits

### English ..... 6

ENG 101W English Composition I

ENG 201W English Composition II

### Critical Thinking and Literacy ..... 6

INF 101W Information Literacy for College Success  
(Required as first course at CCG)

PHI 101W Critical Thinking

### Arts & Humanities ..... 6

Choose two:

ART 301W Art History & Appreciation

ENG 305W American Literature

ENG 405W British Literature

HIS 201W U.S. History Since 1900

### Social Science ..... 6

Choose two:

ECO 101W Economics and Society

PSY 250W Psychology

POL 250W Political Science

SOC 250W Sociology

### Mathematics ..... 6

MAT 101W\* Essentials of College Mathematics

MAT 103W\* Business Math

MAT 205W College Algebra

### Communication ..... 6

COM 201W Business Writing & Communication

COM 301W Interpersonal and Organizational Communication

### Natural Science ..... 6

SCI 281W Environmental Science

SCI 301W Anatomy & Physiology

\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.



(All courses @ 3 credits except as noted.)



Continued

# Bachelor of Science in Healthcare Administration (BSHCA)

## Core Curriculum .....42 credits

- ACC 203W Financial Statements for Managers
- MGM 201W Principles of Management
- MGM 225W Human Resources
- MGM 250W Business Ethics
- MGM 301W Research Methods
- MIS 205W Management Information Systems
- HCA 101W Medical Terminology
- HCA 150W Essentials In U.S. Healthcare
- HCA 300W Legal Aspects of Healthcare
- HCA 310W Healthcare Policy & Reform
- HCA 315W Fundamentals of Electronic Health Records
- HCA 400W Financial Management for Healthcare
- HCA 410W Organization and Management in Healthcare
- HCA 450W Healthcare Administration Capstone

## If not selecting a concentration..... 36 credits

Choose 12 business electives

## Concentrations.....36 credits

### Healthcare Reimbursement

- MGM 305W Organizational Behavior
- MGM 401W Operations Management
- HCA 210W Medical Law & Ethics
- MED 150W Introduction to Medical Coding
- MED 155W Diagnosis Coding: ICD-10-CM
- MED 165W Procedure Coding: ICD-10-CM
- MED 175W CPT Ambulatory Procedures Coding
- MED 215W Practical Medical Billing & Reimbursement Procedures

*Electives Choose four business electives*

### Medical Office Administrator

- MGM 305W Organizational Behavior
- MGM 401W Operations Management
- HCA 210W Medical Law & Ethics
- MED 180W Medical Billing & Reimbursement
- MED 160W Medical Office Procedures
- MED 184W Medical Insurance Procedures
- MED 200W Electronic Health Information Systems
- HCA 405W Introduction to Long-Term Care

*Electives Choose four business electives*

(All courses @ 3 credits except as noted.)



Bachelor of Science

# Bachelor of Science in Quality Systems & Improvement Management (BSQSIM)

• CIP 520201 • 120 credits

## Program Description

The BSQSIM teaches theory that is critical to the discipline while also emphasizing the direct application of what students learn. The BSQSIM program emphasizes performance-based education where students acquire the critical knowledge and skills to analyze business practices; create comprehensive plans focused on tangible return on investment, and measure the effectiveness and efficiency of these plans. Since the vast majority of BSQSIM students are working in their field, they are then able to apply what they learn to their workplaces, both immediately and over the lifespan of their careers in ways highly akin to other CCG academic programs.

The skills taught in the BSQSIM program can be applied to improve the efficiency and effectiveness of the operation in a range of organizations and industries, including but not limited to healthcare, finance, manufacturing, military, and government. The BSQSIM provides strong, metrics- and outcomes-based education for entry-level professionals that resonates well with careers in government and military as well as a wide range of business fields.

A Business Project is incorporated into the Capstone courses. Students will demonstrate tangible learning outcomes predicated on improvements in the effectiveness of systems and efficiency of operations. The Capstone project will work through Lean Six Sigma processes and follow the DMAIC (Define, Measure, Analyze, Improve, Control) process. The Capstone projects are based on the Lean Six Sigma Green Belt (LSSGB) Body of Knowledge (BOK) as defined by the American Society for Quality (ASQ). The Capstone project offers a high-impact, experiential learning opportunity for the students.

## Program Outcomes

The Program Learning Outcomes for the BSQSIM program are:

- Communicate effectively and engage all participants in key projects.
- Operate effectively and contribute to process improvement within team dynamics.
- Define process-based problems and identify opportunities for improvement.
- Identify and collect baseline data with respect to current process performance.
- Analyze current process performance data and determine best practices.
- Recommend appropriate options for improvement and support the development of pilot solutions and implementation plans.
- Determine performance measures and reviews necessary to monitor/control the improved process.

**Program chair:** Jay Beirne, MSQSM

• john.beirne@cambridgecollege.edu

## Instructional Delivery

The BSQSIM is an online program. Courses are eight weeks in length, and there are six sessions each year. The BSQSIM is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive online learning format.

Given that CCG students are primarily working adults, the average program completion is five (5) years or thirty (30) eight-week terms.

## BSQSIM General Education ..... 42 credits

**English** ..... 6

ENG 101W English Composition I

ENG 201W English Composition II

**Critical Thinking and Literacy** ..... 6

INF 101W Information Literacy for College Success

(Required as first course at CCG)

PHI 101W Critical Thinking

**Arts & Humanities** ..... 6

*Choose two:*

ART 301W Art History & Appreciation

ENG 305W American Literature

ENG 405W British Literature

HIS 201W U.S. History Since 1900

**Social Science** ..... 6

*Choose two:*

ECO 101W Economics and Society

PSY 250W Psychology

POL 250W Political Science

SOC 250W Sociology

**Mathematics** ..... 6

MAT 101W\* Essentials of College Mathematics

MAT 103W\* Business Math

MAT 205W College Algebra

**Communication** ..... 6

COM 201W Business Writing & Communication

COM 301W Interpersonal and Organizational Communication

**Natural Science** ..... 6

SCI 281W Environmental Science

SCI 301W Anatomy & Physiology

\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.

(All courses @ 3 credits except as noted.)

Continued





Continued

# Bachelor of Science in Quality Systems & Improvement Management (BSQSIM)

## Core Curriculum .....42 credits

- ACC 201W Accounting I (Prerequisite: MAT 103W)
- ACC 202W Accounting II (Prerequisite: ACC 201W)
- MGM 201W Principles of Management
- MGM 225W Human Resources
- MGM 301W Research Methods
- MGM 305W Organizational Behavior
- MGM 401W Operations Management
- MIS 205W Management Information Systems
- MKT 210W Principles of Marketing
- PJM 210W Introduction to Project Management
- QSM 210W Quality Systems Management
- QSM 345W Performance-Based Management & Benchmarking
- QSM 475W Introduction to Financial Systems Management
- QSM 480W BSQSIM Senior Capstone

## Concentration (required).....36 credits

### Business

- MAT 305W Statistics
- ECO Choose one Economics course*
- MGM 215W Leadership & Management
- MGM 410W Strategic Planning & Decision Making
- HRM 250W Effective Workplace Training & Development
- INB 320W International Supply Chain & Logistics Management
- MGM 415W International Business Management
- QSM 408W Special Topics in Quality Management
- Electives Choose four business electives*

(All courses @ 3 credits except as noted.)



Bachelor of Science

# Bachelor of Science in Social Entrepreneurship Management (BSSEM)

• CIP 520701 • 120 credits

## Program Description

This program prepares students to engage in activities that will create social good and social change. These individuals are referred to as Social Entrepreneurs and are seeking solutions using existing and new business tools. These abilities and tools are developed through the study of the basics of entrepreneurship, study of issues through the lens of multiple disciplinary perspectives, and personal reflection on goals and opportunities. The curriculum for the field combines different business courses and specifically focused courses in the social enterprise area. As part of the curriculum, Social Entrepreneurship students will participate in a senior capstone project.

This program is also preparatory for the Master's Degree in Business Ethics and Compliance, Corporate Social Responsibility track.

## Program Outcomes

- Articulate the need for social change in today's complex world
- Utilize entrepreneurial and creative tools to help solve social issues
- Harness the principles of marketing and management to develop pathways to social solutions
- Employ the accounting and budgetary differences of non-profits and B corporations
- Use grants and fundraising as tools for revenue generation.
- Explain the legal forms of business, including the regulatory and compliance issues of each form

## Instructional Delivery

The BSSEM is an online program. Courses are eight weeks in length, and there are six sessions each year. The BSSEM is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive online learning format.

Given that CCG students are primarily working adults, the average program completion is five (5) years or thirty (30) eight-week terms.

**Program chair:** Christopher Weir, EdD, MA

- christopher.weir@cambridgecollege.edu

## BSSEM General Education ..... 42 credits

### English ..... 6

ENG 101W English Composition I

ENG 201W English Composition II

### Critical Thinking and Literacy ..... 6

INF 101W Information Literacy for College Success  
(Required as first course at CCG)

PHI 101W Critical Thinking

### Arts & Humanities ..... 6

*Choose two:*

ART 301W Art History & Appreciation

ENG 305W American Literature

ENG 405W British Literature

HIS 201W U.S. History Since 1900

### Social Science ..... 6

*Choose two:*

ECO 101W Economics and Society

PSY 250W Psychology

POL 250W Political Science

SOC 250W Sociology

### Mathematics ..... 6

MAT 101W\* Essentials of College Mathematics

MAT 103W\* Business Math

MAT 205W College Algebra

### Communication ..... 6

COM 201W Business Writing & Communication

COM 301W Interpersonal and Organizational Communication

### Natural Science ..... 6

SCI 281W Environmental Science

SCI 301W Anatomy & Physiology

\*Students may elect to take a Math placement exam instead of MAT 101W. Students should contact their advisor for assistance with scheduling the placement exam prior to enrolling in any MAT courses.

**Continued**

(All courses @ 3 credits except as noted.)



Continued

# Bachelor of Science in Social Entrepreneurship Management (BSSEM)

## Core Curriculum.....42 credits

- ACC 201W Accounting I
- ACC 202W Accounting II
- MGM 201W Principles of Management
- MGM 225W Human Resources
- MGM 250W Business Ethics
- MGM 255W Business Law
- MGM 305W Organizational Behavior
- MGM 401W Operations Management
- MKT 210W Principles of Marketing
- SEM 205W Introduction to Social Entrepreneurship
- SEM 210W Entrepreneurship and Small Business Management
- SEM 320W Grant Writing & Funding
- SEM 410W Case Histories
- SEM 450W SEM Senior Capstone

## Concentration Curriculum.....36 credits

### Nonprofit Management Concentration

- ACC 405W Government and Nonprofit Accounting
- DMK 350W Cause Marketing
- MAT 305W Business Statistics
- SEM 405W Nonprofit Organization Management
- SEM 350W Nonprofit PR
- SEM 360W Nonprofit Marketing
- SEM 420W Equity, Diversity, & Inclusion in Management
- Electives – select five (5) business courses*

### Ethical Management Concentration

- ACC 205W Managerial Accounting
- MAT 305W Business Statistics
- MGM 215W Leadership & Management
- MGM 410W Strategic Planning & Decision Making
- SEM 310W Governance, Ethics, & Compliance
- SEM 430W Strategy, Mission, & Governance
- SEM 420W Equity, Diversity, & Inclusion in Management
- Electives – select five (5) business courses*

### Marketing Management Concentration

- ACC 205W Managerial Accounting
- DMK 305W Digital Advertising
- DMK 205W Digital Marketing
- MAT 305W Business Statistics
- MKT 305W Consumer Behavior
- SEM 360W Nonprofit Marketing
- SEM 420W Equity, Diversity, & Inclusion in Management
- Electives – select five (5) business courses*



Undergraduate Professional Development Certificate

# Digital Marketing Certificate

• CIP 521499 • 21 credits

## Program Description

The field of Digital Marketing has emerged and exploded as everyone and everything goes online. It is a very exciting, yet challenging, time for business professionals as they struggle to embrace innovative marketing strategies and new digital technologies in order to engage online audiences, cultivate digital opportunities and achieve a competitive advantage. Those individuals who understand the emerging trends and can leverage the power of mobile devices, social networks, graphic design, and the interactive Web are in high demand in the marketplace.

A certificate in Digital Marketing combines hands-on technical application, business theory, and best practices. The Certificate in Digital Marketing is uniquely designed for career professionals interested in understanding the role of digital media in business. Students will take one foundation course which will introduce current trends in social media, web analytics, mobile, content, email marketing, online automated tools, search engine optimization, digital advertising, and viral marketing. Students then have the opportunity to customize their curriculum by choosing six electives from CCG's course listing. This allows students to select courses based on their specific professional interests and goals.

**Prerequisite:** Pass English diagnostic exam or Fundamentals of English.

## Program Outcomes

- Develop an understanding of how digital marketing principles and strategies are used to achieve marketing, management, and business objectives.
- Identify ways in which marketing practices evolve within a digital framework and integrate digital components into a comprehensive marketing plan.
- Conduct research on contemporary issues in digital marketing and apply statistical reasoning toward forming research findings.
- Devise targeted marketing strategies in a digital framework and determine the measurements and metrics to be used for continual analysis.
- Develop, analyze and design basic websites geared toward the goals of effective marketing, advertising, public relations, and e-commerce.
- Analyze companies' search engine performance strategies and identify optimal solutions to maximize return on investment.
- Formulate digital marketing communications to promote customer relationships, enhance brand image, and expand market reach.

## Digital Marketing Curriculum .....21 credits

This seven-course certificate includes one required course and six electives.

**Required course** .....3  
DMK 205W Digital Marketing

### Digital Marketing Electives .....18

*Choose six courses from the list below:*

- DMK 210W Viral Marketing and Digital Presence
- DMK 230W Data Analysis, Metrics and Measurement of Digital Marketing
- DMK 301W Laws, Ethics and Social Responsibility in a Digital Age
- DMK 305W Digital Advertising
- DMK 315W Online Content Marketing and Consumer Behavior
- DMK 330W Targeted Marketing and Social Optimization
- DMK 340W Search Engine Optimization
- DMK 401W Fundamentals of Web Design
- DMK 405W Emerging Trends in Digital Marketing
- DMK 410W Global Strategies in Digital Marketing
- DMK 420W Mobile Marketing
- DMK 428W Digital Marketing, Big Data, and Web Analytics
- DMK 450W Digital Marketing Capstone

(All courses @ 3 credits except as noted.)



Undergraduate Professional Development Certificate

# Basic Accounting Certificate

• CIP 520304 • 21 credits

## Program Description

This undergraduate certificate is designed to prepare learners with accounting basics. Students will take seven introductory courses in this program to earn a certificate while simultaneously completing the prerequisites requirements.

The Certificate in Accounting - Basic was designed for individuals with entry-level industry experience and little or no undergraduate-level course work in accounting. This certificate will appeal to those who are just entering the field as well as those who want to shift their career path into accounting.

**Prerequisite:** Pass Math and English diagnostic exam.

## Program Outcomes

Successful completion of this certificate program is designed to prepare the student to:

- Compare and contrast banking and finance from both a historical and a contemporary perspective.
- Apply basic management and mathematic concepts to solve problems and inform decisions
- Use accounting terminology to explain the process by which transactions are analyzed and transformed into financial statements.
- Examine and apply laws and regulations relating to business and accounting issues.
- Prepare budgets to assist management in decision-making.
- Analyze financial statements, including balance sheet, income statement, cash flow, and reconciliation of retained earnings statements.
- Determine whether a company's current performance trends are indicative of its future financial viability.

## Basic Accounting Curriculum .....21 credits

This seven-course certificate includes the following three-credit courses:

- ACC 201W Accounting I
- ACC 202W Accounting II
- ACC 203W Financial Statements for Managers
- ACC 205W Managerial/Cost Accounting.
- FIN 201W Principle of Financial Services
- Electives** Choose two courses from ACC, BNK, FIN, MGM or INB

Undergraduate Professional Development Certificate

# Intermediate Accounting Certificate

• CIP 520301 • 21 credits

## Program Description

This certificate is designed to provide students with the knowledge, skills, and abilities needed to identify industry trends and evaluate the impact of those trends at a corporate and industry level. It is also intended to enhance accounting proficiencies and provide students with the ability to develop corporate-level financial documents, as well as the ability to critically analyze and synthesize information found in complex accounting and financial reports. Ethical decision-making, as it relates to financial reporting, is an integral theme of this program.

The Intermediate Accounting certificate was designed for individuals with 3-5 years of experience and/or undergraduate-level course work in accounting and finance. Students will have met course prerequisites (Accounting I and Accounting II and College Algebra) prior to enrolling in this certificate. This certificate will appeal to those who want to shift their career path into accounting and finance within the financial services industry as well as those who are currently employed in the industry and require advanced skills to move into higher-level management positions.

## Program Outcomes

Successful completion of this certificate program is designed to prepare the student to:

- Research, analyze, and prepare corporate level reports and financial statements according to GAAP.
- Apply accounting and finance concepts and principles to the corporate financial structure.
- Prepare reports pertaining to long-term investments, and tangible and intangible assets.
- Evaluate accounting procedures from the perspective of a financial accountant, a trust administrator, and a manager.
- Identify the expanded product line offered via financial service markets.
- Identify and apply regulatory and compliance regulations

## Intermediate Accounting Curriculum .....21 credits

This seven-course certificate includes the following three-credit courses:

- ACC 301W Intermediate Accounting 1 (Prerequisite: ACC 202W)
- ACC 302W Intermediate Accounting 2 (Prerequisite: ACC 301W)
- ACC 303W Federal Income Tax
- ACC 206W Accounting Information Systems
- ACC 401W Advanced Accounting & Reporting
- FIN 305W Corporate Finance
- FIN 401W Investment Management

(All courses @ 3 credits except as noted.)

# Undergraduate Course Descriptions

Cambridge College Global

## General Education

### **ART 301W Art History and Appreciation - 3 credits**

Prerequisite: ENG 201W. This course examines the meaning, purpose, function, and classification of art and architecture. The course assesses visual elements and principles of design necessary for creating art and the materials and techniques employed in making two- and three-dimensional artworks. The course covers art-specific vocabulary, methods of interpretation of art and major artistic and architectural achievements in the history of Western culture. Students will examine well-known works of art and architecture through the study of content, technique, form, and purpose as they relate to art and architecture. Students will learn to apply critical thinking in assessing, evaluating, and debating the artistic techniques and skills utilized to produce enduring works of art and architecture.

### **COM 100W Speech Communication - 3 credits**

This course is designed to improve oral presentation and communication skills. Technical elements of a high impact presentation will be examined including audience assessment. Students will learn skills of researching, organizing and writing for an effective speech presentation. Students will gain knowledge, skills, and competence required for successful interpersonal, small group and public communication. Students will learn the various models of speech communication and review and critique speeches on a variety of topics and examine important resources in speech communication throughout the course. The course equips professionals with communication skills necessary for success in public speaking.

### **COM 201W Business Writing and Communication - 3 credits**

Business Writing and Communication is designed to help students understand the communication process in both personal and workplace settings. Content is organized to aid in the development of clear, concise, practical, and ethical business and real-world communication pieces. Students walk through a case study to practice applying the skills of business writing and in the process utilize and select appropriate channels for communication, including email, memo, letters, reports, PowerPoint, websites, press releases, and social media channels.

### **COM 301W Interpersonal & Organizational Communication - 3 credits**

The purpose of this course is to examine how we perceive ourselves and others, how we use the information we gather about self and others to guide our interactions and the essential role of communication in the development and maintenance of human relationships. The goal of this course is to provide students with a better understanding of some of the factors affecting communication in relationships and to appreciate the impact of communication on our relational lives. In this course, students will gain a theoretical and practical understanding of human communication processes and learn strategies to improve interpersonal communication skills.

### **COM 401W Intercultural Communications - 3 Credits**

In a globalized world where different cultures continuously intersect, understanding intercultural communication has become vital for both everyday life and business interactions. This course will explore the dynamics of cross-cultural communication and the meaning of cultural identity and its undercurrents. The course will demonstrate how to be inclusive of others through encouraging cultural sensitization and will show how to creatively address miscommunication obstacles. We will discuss the challenges that face multi-national corporations when working in and with different cultures. We will be watching videos and reading stories and discussing scenarios of different cultures, thinking of our own prejudices and pre-determined misconceptions. By the end of the course we will be able to recognize cultural differences in body language and other cultural tell-tales that could help students engage in cross-cultural communication.

### **ECO 101W Economics and Society - 3 credits**

This course emphasizes how events and developments in the economy can affect the market and financial decisions of business. The course provides students with an overview of the fundamental concepts and theories related to economic development from the Middle Ages to the Twenty-First Century. Students will learn a balanced perspective on how the economy has developed and how that economy influences society and how society influences the economy. The course explores and analyzes the role of past economic trends and dynamics and employment and income inequalities that continue to challenge global society, market economies, and governments, especially our own. Students will also learn key terminology and how to illustrate economic principles and elements of business from an economic viewpoint.

### **ECO 201W Macroeconomics - 3 credits**

This is a three-credit course that will develop a working knowledge of the principal concepts and theories in macroeconomics. In this day of rapid and dynamic change, economic issues underlie much of the political, social, cultural, and military turmoil throughout the world. In this course, economic theory and analysis are related to the world reality. Thus, the student can apply what is being learned to assist in making prudent judgments regarding various current economic issues, even though they may have social and political overtones.

### **ECO 202W Microeconomics - 3 credits**

The purpose of this course is to develop a working knowledge of the principal concepts and theories in microeconomics. This part of economics is concerned with the interrelationships of the individual business firms, industries, consumers, laborers, and other factors of production that make up a modern economy. This course involves three main elements:

- How the private interests of the countless individuals who constitute a modern economy are related to the economic interests of society as a whole.
- The theory of pure competition from the point of view of its overall structure questioning interdependence and efficiency.
- The applicability of theoretical structure to modern industrial realities.

### **ECO 205W Economics for Managers - 3 credits**

The purpose of this course is to develop a working knowledge of the principal concepts and theories of both microeconomics and macroeconomics in a manner that is beneficial to business managers. Economics involves individuals, small businesses, large corporations, industries, markets, consumers, employees, management, and production that each must function while dealing with the scarcity of resources.

### **ENG 101W English Composition I - 3 credits**

Prerequisite: Placement Exam; Pass Fundamentals of English with a "C" or higher; or Permission of the College. The purpose of this course is to provide students with a solid foundation in writing and research techniques. Students will learn and apply the steps of the writing process. They will identify essay components and learn to write compelling and grammatically correct paragraphs. Writing style, pattern types, as well as strategies and guidelines for writing an effective research paper will be evaluated. Students will write an effective and grammatically correct research paper as a final project in this course.

### **ENG 201W English Composition II - 3 credits**

Prerequisite: ENG 101W English Composition I. The purpose of this course is to build upon writing and research skills learned in English Composition I. Students will apply research strategies and methods for finding information and implement the steps of the writing process and appropriate research and citation methods to write research essays and papers. Students will learn to further utilize the APA Style in writing research essays and papers.

### **ENG 305W American Literature - 3 credits**

Prerequisite: ENG 201W English Composition II. This course examines the evolution of American literature from the early 1800s to our present era. It covers a variety of literary genres and the use of Literary Criticism to articulate aspects of those genres. Students will read a variety of literary works in American literature from the 19th Century to the 21st Century and will demonstrate abilities to read and analyze works as well as their own performances in the various aspects of the course. Students will read works of American authors such as Poe, Irving, Whitman, Wharton, O'Neill, Hughes, Fitzgerald, Williams, Lowell, Plath, and Sexton as well as culturally diverse American writers like Morrison and Anzaldúa. Students will be engaged on a variety of levels and will learn to analyze and critically evaluate a wide range of ideas and points of view found in the literature that will be studied. Students will be expected to participate in the various aspects of the course such as reading assignments, online discussions, written assignments, a research paper, and quizzes.

### **ENG 405W British Literature - 3 credits**

Prerequisite: ENG 201W English Composition II. This course examines British Literature along with its cultural and historical contexts from its Anglo-Saxon beginnings through the Twentieth Century. The course includes the reading and study of literary works such as poetry, dramas, short stories, and novels written by prominent English authors. The course is designed to actively engage students by deepening their appreciation of style, structure, and themes in literature while examining the creative process and use of figurative language in crafting selected literary works in British English Literature.

### **HIS 201W U.S. History Since 1900 - 3 credits**

Prerequisites: ENG 201W English Composition II. This U.S. history course is centered upon the belief that historical events have social, economic and political consequences. The emphasis of the course relates to the relationship among historical events rather than simply a chronological study of isolated events or people. The scope and sequence of the course are designed to highlight themes, processes, and causal relationships between events in order to communicate that history is a process of continuity as well as change. Utilizing this approach will result in an increased ability to recognize and analyze the connection between historical events and present circumstances and conditions. The National Council of the Social Studies (NCSS) validates the thematic approach through its own ten thematic strands of social studies and the goal of "adopting common and multiple perspectives" on historical events.

### **INF 101W Information Literacy for College Success - 3 credits**

Required as First Course in All Undergraduate Programs. The purpose of this introductory course is to prepare students to be an online learner and an information literate individual in a technological world. The course provides an understanding of CCG's learning technologies, support services, and necessary skills for online student success. The primary function of this course is to provide students with the necessary skills of Information Literacy which prepare students to recognize what information is needed, when it is needed and how to locate, evaluate and use it effectively. Extensive practice in using the eLibrary databases is integral in learning to be an information literate student at CCG. The course content aligns with the national standards as established by the American Library Association and the Association of College & Research Libraries.

### **MAT 101W Essentials of College Mathematics - 3 credits**

This course focuses on arithmetic concepts and applications, including whole numbers, fractions, ratios, proportions, the decimal system, and percentages. Brief introductions to algebra, formulas, algebraic expressions and linear equations are also included. Special emphasis is placed on the application of basic math skills to common workplace problems and real-life situations. Students are required to pass MAT 101W or take a placement exam.

### **MAT 103W Business Mathematics - 3 credits**

Prerequisite: Placement Exam; Pass MAT 101W with a "C" or Higher, or Permission of the College. This course applies math fundamentals to business applications. Topics include a basic math review, business statistics, profit calculations, payroll, banking, interest calculations, insurance, taxes, and other business topics.

**MAT 205W College Algebra - 3 credits**

Prerequisite: MAT 101W or successful completion of the Math placement exam. This course focuses on algebraic concepts essential for success in the workplace and other courses. Using real-world examples and applications, students practice fundamental operations with number systems, formulas, algebraic expressions, and linear equations. This course also explores problems involving factoring, inequalities, exponents, radicals, linear equations, functions, quadratic equations, and graphs.

**MAT 305W Statistics - 3 credits**

Prerequisite: MAT 205W College Algebra or equivalent. This course covers basic statistical concepts and theories, as well as the application of statistical methods. The topics include the collection, organization, summary, and description of data, basic probability theories, normal distribution, sampling distributions, confidence interval estimation, hypothesis testing techniques, and regression-correlation analysis.

**MAT 350W Calculus - 3 credits**

Prerequisite: MAT 205W College Algebra or equivalent. This course covers basic concepts and theories of calculus, as well as the application of methods. The topics include the meaning, use, and interpretation of the derivative, differentiation techniques, applications to curve sketching and optimization, the definite integral, and fundamental theorems of calculus.

**PHI 101W Critical Thinking - 3 credits**

Prerequisite: ENG 201W English Composition II. The purpose of this course is to provide a basic knowledge of the art and discipline of critical thinking. Students will learn the various critical thinking standards and concepts including effective critical thinking, problem solving, logical reasoning, comparative reasoning, issue analysis and the application of critical thinking standards and strategies to determine and solve practical and theoretical problems. Students will explore the application of critical thinking concepts to real world situations in an effort to understand the critical thinking process. They will develop an ability to critically analyze the formulation and posing of questions to promote well-reasoned arguments on a variety of important topics.

**POL 250W Political Science - 3 credits**

Prerequisite: ENG 201W English Composition II. This course is designed to give students a basic introduction to the academic discipline known as political science. This course presents students with a broad overview of key components of political science. Many subfields of political science exist, and this course will not go into them but instead focus on how political science shapes political, economic, and social relationships in the United States. Students are encouraged to critically examine how these relationships develop. The weekly discussions allow for students to engage with people from a variety of viewpoints and help each other identify the principles that underpin different political viewpoints in the United States.

**PSY 250W Psychology - 3 credits**

Prerequisite: ENG 201W English Composition II. The purpose of this course is to introduce human behavior. It includes the study of the theories and concepts of psychology including the scope of psychology, biological foundations and the brain, sensation, perception, motivation, personality, learning/memory, emotion, states of consciousness, personality theories, cognition, life-span development, and applied psychology.

**SCI 225W Foundations in Biology - 3 credits**

This course is designed to address foundational biological concepts and principles as life is examined beginning at the cellular level. Topics of study include cell chemistry, structure and function, cellular metabolism, molecular genetics, and cellular communication pathways.

**SCI 280W Environmental Science and Lab - 4 credits**

This course is only available for Teachout programs. The objective of this course is to develop an understanding of how the natural world works, how it affects us as humans and how we influence it. Through this study, students will increase their understanding of the major environmental issues impacting the world today and our future generations.

**SCI 281W Environmental Science - 3 credits**

The objective of this course is to develop an understanding of how the natural world works, how it affects us as humans and how we influence it. Through this study, students will increase their understanding of the major environmental issues impacting the world today and our future generations.

**SCI 301W Anatomy and Physiology - 3 credits**

This course provides the student with a comprehensive examination of the human body. Emphasis is on how the body is organized, its support and maintenance system, control, and continuity. The course is a survey of the structure and function of the human organ systems.

**SCI 380W Foundations in Pharmacology - 3 credits**

Prerequisite: MAT 205W College Algebra or equivalent. This course covers basic statistical concepts and theories, as well as the application of statistical methods. The topics include the collection, organization, summary, and description of data, basic probability theories, normal distribution, sampling distributions, confidence interval estimation, hypothesis testing techniques, and regression-correlation analysis.

**SOC 250W Sociology - 3 credits**

Prerequisite: ENG 201W English Composition II. This course is designed to give students a basic introduction to the academic discipline of sociology. This course presents students with a broad overview of key components of sociological theory in selected subfields. This course focuses on how social structures create norms and values that are shaped by an individual's historical and biographical narrative. As you are well aware, a variety of social perspectives inform how we participate in social structures. You are encouraged to critically examine how norms and values shape this participation. The weekly discussions allow students to engage with people from a variety of viewpoints and help each other identify the principles that underpin different sociological theories. The weekly assignments allow students to engage in each week's topic with more detail and receive feedback on how well the material is integrated in the answer to the assignment question.



## Core Courses

### ACC 201W Accounting I - 3 credits

Prerequisite: MAT 103W Business Mathematics. The purpose of this course is to enable students to develop a basic understanding of fundamental accounting concepts and practices. The course focuses on basic accounting concepts and techniques needed to interpret and use financial information in managing and analyzing business operations.

### ACC 202W Accounting II - 3 credits

Prerequisite: ACC 201W Accounting I. Students will continue to develop a basic understanding of fundamental accounting concepts and practices. Students will also be introduced to fundamental managerial accounting concepts and practices and will learn to interpret and use internal financial information in the management and analysis of business operations

### ACC 203W Financial Statements for Managers - 3 credits

Prerequisites: MAT 103W Business Math. This course will enable the student to understand and apply the fundamental tools necessary to effectively analyze a business' financial condition. The financial analysis process is approached from an analyst's point of view. You will learn how to determine the composition and quality of financial statement information; how to analyze the balance sheet, income statement, cash flow statement, and reconciliation and retained earnings statement; how to spread statements to ensure efficient and consistent financial statement analysis; how to calculate and apply commonly used ratios, including industry comparable, to assess a business' financial condition and determine its capacity to repay debt.

### ACC 205W Managerial/Cost Accounting I - 3 credits

Prerequisites: ACC 201W Accounting I; ACC 202W Accounting II Strongly Recommended. Managerial Accounting will focus on providing information to managers, those inside an organization who direct and control a company's operations. In contrast, financial accounting [Accounting I and II and Intermediate Accounting] is concerned with providing information to stockholders, creditors, and others who are outside an organization. Managerial Accounting provides the essentials that are needed to run organizations. We will reinforce previously learned concepts and consider the same concepts in practical applications. Subjects will include some familiar topics and some unfamiliar topics. The course objective is to look at accounting from the manager's perspective rather than the practicing accountant perspective and to focus on cost, cost analysis and costing systems, including budgeting and to enable managers to manage more effectively.

### ACC 206W Accounting Information Systems - 3 credits

Prerequisites: ACC 202W Accounting II or Permission of the College. The Accounting Information Systems course is designed to help the student understand and identify key concepts and components to an accounting information system, including information data flow, information system architecture, business continuity, and roles of accountants within the information system. Additionally, accounting software systems will be examined.

### ACC 301W Intermediate Accounting I - 3 credits

Prerequisites: ACC 202W Accounting II or Permission of the College. Intermediate accounting introduces students to a more in-depth examination of accounting theory. The major areas covered in this course include the role of accounting as an information system and economic resources. Finally, the key differences between U.S. GAAP and International Financial Reporting Standards (IFRS) are covered.

### ACC 302W Intermediate Accounting II - 3 credits

Prerequisites: ACC 301W Intermediate Accounting I. Intermediate accounting II continues the exploration of advanced topics in accounting theory. The major areas covered in this course include the accounting for property, plant and equipment, investments, current liabilities, and shareholders' equity. Preparing the advanced cash flow statement is also explored in this course.

### ACC 303W Fundamentals of Taxation - 3 credits

Prerequisites: ACC 201W Accounting I. This course examines the federal tax structure with an overview of personal and corporate tax requirements. Topics covered in the course include the analysis and preparation of individual tax forms including the 1040 and the most common supporting schedules. In addition, this course utilizes the Internal Revenue Code to illustrate the most common corporate tax forms.

### ACC 305W Managerial/Cost Accounting II - 3 credits

Prerequisites: ACC 205W Managerial/Cost Accounting I. Managerial Accounting will focus on providing information to managers, those inside an organization who direct and control a company's operations. In contrast, financial accounting [Accounting I and II and Intermediate Accounting] is concerned with providing information to stockholders, creditors, and others who are outside an organization. Managerial Accounting provides the essentials that are needed to run organizations. We will reinforce previously learned concepts and consider the same concepts in practical applications. Subjects will include some familiar topics and some unfamiliar topics. The course objective is to look at accounting from the managers' perspective rather than the practicing accountant perspective and to focus on cost, cost analysis, and costing.

### ACC 310W Computer Accounting with QuickBooks - 3 credits

Prerequisite: ACC 201W Accounting I & ACC 202W Accounting II. The Computer Accounting with QuickBooks is designed to help the student understand the QuickBooks program offered by Intuit. Students will learn to manage payroll, inventory, sales, and other needs that are required in a small business organization. The purpose of this course is to teach the student to successfully navigate and use QuickBooks online. Students will be qualified at the completion of this course to take the QuickBooks Pro certification through Intuit.

### ACC 401W Advanced Accounting & Reporting - 3 credits

Prerequisite: ACC 302W Intermediate Accounting II. Advanced Accounting & Reporting presents an in-depth analysis of advanced accounting topics. The course discusses the accounting theory and practice regarding partnerships, non-profit and governmental entities, business combinations and consolidated financial statements, effects of foreign currencies, reporting requirements of business segments, and international accounting standards.

### ACC 402W Auditing I - 3 credits

Prerequisite: ACC 302W Intermediate Accounting II. This course introduces students to the principles, standards, and procedures of a financial statement audit. Topics discussed include professional ethics and legal responsibilities of auditors, the development of a risk-based audit program, accumulating audit evidence, and reporting in accordance with generally accepted auditing standards.

### ACC 403W Auditing II - 3 credits

Prerequisite: ACC 402W Auditing I. This course furthers the students knowledge on the application of auditing principles, standards and procedures. Topics explore the internal audit process and the follow up requirements by an organization after an audit has been complete.

**ACC 405W Nonprofit and Government Accounting - 3 credits**

Prerequisite: ACC 302W Intermediate Accounting II. This course introduces the students to the principles, standards, and procedures of financial statements for governmental and nonprofit organization. Yellow book, A-133 audits, and the IRS 990 are some of the topics which are covered in this course. This course is designed for Accounting majors.

**ACC 410W Nonprofit Financial Management**

Prerequisite: SEM 320W. This course explores financial management in nonprofit organizations with a focus on the budgeting and funding process associated with resource dependent income streams.

**ACC 450W BSA Senior Capstone - 3 credits**

Prerequisite: Completion of 111 Credits in the BSA Program and Required for Graduation. This Senior Capstone course is designed to challenge and further develop a student's synthetic knowledge of accounting. A seminar in approach employing high level critical thinking skills, the course will emphasize discussions, mentoring and research in specific problematic areas of accounting. The student will be guided to complete a final research project with phased project assignments in a cumulative document due at designated times during the course.

**BNK 201W Principles of Banking - 3 credits**

This course provides students with an overview of the history, purpose, and functions of banking. The course focuses on how banks serve the financial needs of individuals, businesses, and government in today's competitive environment. Students will compare financial services offered through traditional banking institutions with other financial intermediaries. Topics will include: Introduction & Evolution of Banking, The Federal Reserve as the Central Bank of the U.S., Deposits, Negotiable Instruments/Payments, Customer Service & Sales, Non-Traditional Bank Products & Services, Lending, Bank Investments & Profitability Management, and Safeguarding Customer Assets.

**BNK 301W Consumer Credit - 3 credits**

Prerequisite: BNK 201W Principles of Banking. The purpose of this course is to present consumer-lending basics including regulations, credit policy, operations, loan closings and loan servicing, product knowledge, and the decision-making process. The focus is on how to make an appropriate consumer loan by using a decision-making process which includes interviewing, investigating and knowing various loan products. Includes lecture material and related case studies for students to develop fundamental credit skills and sound lending judgment.

**BNK 405W Contemporary Regulatory Issues - 3 credits**

Prerequisite: BNK 201W Principles of Banking. This course is designed to provide a broad understanding of the philosophy, history and context or regulations and regulatory agencies within various industries, including, but not limited to financial services. Students will evaluate and assess the external role of the compliance process, including federal, state, and local regulatory agencies. Students will study the complex regulatory environment that has recently grown in an effort to safeguard the public's personal information and prevent abuse within various industries.

**DMK 205W Digital Marketing - 3 credits**

The field of Digital Marketing has emerged and exploded as everyone and everything goes online. It is a very exciting time for businesses and marketers as they struggle to embrace innovative marketing strategies and new digital technologies in order to engage online customers and audiences. This course is designed to introduce students to emerging trends and demonstrate how businesses may leverage the power of marketing via mobile devices, social networks, graphic design, and the Web. It examines the evolution of marketing from traditional-based platforms to the integration of digital media and platforms. Students are introduced to digital marketing tools, techniques, and strategies used by businesses to reach online audiences and engage followers. Students will also become familiar with the common vernacular and critical considerations needed to apply digital marketing approaches and manage a digital presence.

**DMK 210W Viral Marketing and Digital Presence - 3 credits**

This course investigates the potential impact of viral marketing to expand brand awareness and engender community involvement in defining the service/brand among communities and beyond. A key focus will be on the evolution of viral marketing from grassroots to digitally pervasive tactics. Students will explore the diverse and evolving ways in which social networking sites lend themselves to innovative and influential marketing techniques. Also under examination will be the ethical considerations to identify and examine when planning a viral marketing/advertising campaign.

**DMK 230W Data Analysis, Metrics and Measurement of Digital Marketing - 3 credits**

In this course, students will examine techniques used to measure the impact and effectiveness of digital marketing and advertising practices and strategies. A key focus will be on the type of metrics commonly focused upon in the analysis of marketing approaches. Students will study ways in which online and digital platforms have changed the assessment of marketing strategy. Under investigation will be measurements, such as return on investment, cost-benefit analyses, media reach and response rates, and consumer satisfaction. These measurements will be considered in tandem with a survey of targeted marketing/advertising strategies that are possible with new and emerging social media frameworks.

**DMK 301W Laws, Ethics and Social Responsibility in a Digital Age - 3 credits**

As the digital environment separates marketers from consumers, the necessity to engender trust in this complex environment increases. This course will examine the unique challenges businesses face in an online marketing platform ranging from disclosure to privacy rights. A major focus of this course will be how to consider brand reputation and consumer trust through ethical decision-making. Students will consider the impact of technology, access, and social factors in digital marketing. This course will also examine the laws that govern usage of digital media from both an end- consumer and from a business perspective.

**DMK 305W Digital Advertising - 3 credits**

The nature of advertising is dramatically changing in the evolving digital business framework. In this course, students will gain an overall understanding of the role played by advertising within the marketing strategy. The primary focus of this course will be to study the impact of digitally-based advertising practices on areas, such as: creative strategy; content development; ad placement and frequency; cost analysis; and media partnerships. Students will study what makes an ad campaign effective and how to leverage the Internet and social media to enhance impact and reach.

**DMK 315W Online Content Marketing and Consumer Behavior - 3 credits**

With the transition of marketing to a dynamic, interactive digital environment, content marketing has replaced traditional marketing campaigns as a means to attract and retain customers by consistently creating and curating relevant and valuable content with the intention of changing or enhancing consumer behavior. Students will examine how content and context influence the motivations and buying behavior of consumers. Under consideration will be how the increasingly interactive environment changes the relationship between the consumer and marketer. A key focus of this course will be on how create content and deliver it in a context that can leverages opportunities to influence consumer behavior.

**DMK 330W Targeted Marketing and Social Optimization - 3 credits**

Targeted Marketing and Social Optimization is designed to teach students how they can navigate the complex world of social communications using highly targeted techniques to generate business and gain attention from their audiences.

**DMK 340W Search Engine Optimization - 3 credits**

This course explores how search engine optimization (SEO) is employed as an integral component of digital marketing and advertising strategies. Under investigation will be how these web-searching tools are used to increase web traffic, enhance product/service visibility and leverage a competitive advantage. The class will demonstrate ways to analyze and devise key search strategies and integrate these assets into an overall marketing plan. A key focus will be on how web writing and content development are key factors in devising an effective search engine optimization strategy. Please note: it is recommended that students planning to focus on optimization in their Capstone also take DMK 460W, Social Media Optimization, as an elective choice.

**DMK 350W Cause Marketing - 3 credits**

Cause marketing or cause-related marketing refers to a type of marketing involving the collaborative efforts of a for-profit business and a non-profit organization for mutual benefit. This course will explore these mutual benefits and related strategies from the two different perspectives. The first will be what strategies and technologies do nonprofits use to extend their reach, engage followers, and raise the funds in order to successfully support their mission. The second perspective is how for-profit businesses can align themselves with social causes in order to strengthen their brand and achieve their business goals. This course focuses on digital media campaigns, online tools/technologies and offline strategies that support collaboration and maximizes mutual benefits.

**DMK 401W Fundamentals of Web Design - 3 credits**

This course is designed to instruct students on modern website construction and design. The course will survey techniques and tools for using images and layout to present clean, clear and efficient pages to meet business objectives. Students will review existing literature and websites with an eye towards finding out what works, and what does not. The course will provide a foundation of traditional principles of visual design, digital tools, and techniques compatible with designing sites for online, tablet and mobile platforms.

**DMK 405W Emerging Trends in Digital Marketing - 3 credits**

This course is designed to instruct students on the most current and relevant digital marketing trends.

**DMK 410W Global Strategies in Digital Marketing - 3 credits**

In this course, students will consider the principals of marketing when transitioning from a domestic to an international framework. Students will learn how to assess a global market and international consumers. Under consideration will be cross-cultural communication, global legal considerations, and diverse communication strategies when applied to global markets. This course will also factor in the ways in which social media and digitally based marketing practices intersect with cross-border marketing strategies. Under review will be the types of opportunities and vulnerabilities encountered in global marketing, especially when this dynamic is taken to the pervasive format of digitally based forums.

**DMK 420W Mobile Marketing - 3 credits**

Prerequisite: MKT 210W Principles of Marketing. This course will introduce mobile advertising through emerging mobile platforms. It will explore examples and case studies of how mobile platforms are already being exploited and discuss the potential applications for organizations and the key strategic planning issues. The course will combine topics of B2B and B2C marketing, mobile site design, mobile apps and widgets, and how to apply mobile as a tool to leverage technology and meet business objectives. It will examine trends in Mobile Social Media (Geo-location and Geo-tagging, Mobile Commerce, Mobile Payments and Billing, Social Media Rewards, etc.) and usage trends of platforms and handsets (Apple, Blackberry, Nokia, Google Android, Microsoft Windows Mobile Applications, etc.). In this course students will explore mobile marketing through examining key concepts, case studies and successful applications of mobile campaigns.

**DMK 428W Digital Marketing, Big Data and Web Analytics - 3 credits**

As Big Data moves into the mainstream, marketers are seeing the opportunity to make the profession more scientific and numbers-driven than ever before. In addition, with measurement at the center of every marketing campaign, marketers have the opportunity to prove the ROI of their programs with unprecedented accuracy. Indeed, we have entered the age of the “data-driven marketer.” Yet, this wealth of data can be overwhelming. Every channel has its own metrics, every demographic group’s behavior can be mined for targeting information. What are the numbers that matter? And what are they really telling us? How can we best leverage Big Data and marketing analytics to optimize results? This course explores the growing role of data in marketing. Taking a two-fold approach, the course will look in-depth at the two primary kinds of data available to marketers: internal (marketing analytics), and external (Big Data). Using real-world examples and practical exercises, the course will allow students to understand the interactions between both kinds of data, and how best to use both to improve marketing outcomes, demonstrate ROI to the C-suite, and create increasingly effective marketing campaigns.

**DMK 450W Digital Marketing Capstone - 3 credits**

Prerequisite: Successful completion of 109 credits in the BSDM program. This Senior Capstone course is designed to challenge and further develop a student’s synthetic knowledge of business and advance and apply that knowledge within the selected BSDM concentration. A seminar in approach employing high level critical thinking skills, the course will emphasize discussions, mentoring, and research in specific problematic areas of business concerns. The student will be guided to complete a final research project with phased project assignments in a cumulative document due at designated times during the course. The final research project will become part of the student’s ePortfolio. Each student will create

a website to showcase one's resume, a video introduction, quality projects completed during the BSDM program, the final capstone project and other materials the student might wish to utilize in a job application process or business position advancement.

#### **FIN 201W Principles of Financial Services - 3 credits**

Principles of Financial Services is a beginner course providing focus on the history, regulatory environment, competitive pressures and developing trends affecting the industry. This course creates a general understanding of the sub-sector industry players individually (banking, insurance and investment/mutual funds) and evolves to a study of components affecting the industry as a whole today.

#### **FIN 210W Principles of Investments - 3 credits**

Prerequisites: FIN 201W Principles of Financial Services Strongly Recommended. This course provides an overview of financial investing. You will become acquainted with the basics of stocks, bonds, and exchange traded funds, investment theory, the relationship between risk and return and investment decision making. The goal of the course is to provide you with an understanding of the basics of investment planning and portfolio construction.

#### **FIN 305W Corporate Finance - 3 credits**

Prerequisites: FIN 201W Principles of Financial Services Strongly Recommended. The primary objective of Corporate Finance is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; options and market efficiency. The course will analyze corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues. The course also covers the operating and financial leverage, sustainable growth, and financial health of a firm.

#### **FIN 401W Investment Management - 3 credits**

Prerequisites: FIN 201W Principles of Financial Services Strongly Recommended. This course provides an overview of financial investing. The student will become acquainted with the basics of stocks, bonds, and exchange traded funds, investment theory, the relationship between risk and return and investment decision making. The goal of the course is to provide an understanding of the basics of investment planning and trading as well as portfolio construction.

#### **FLS 101W Financial Literacy - 3 credits**

This course presents key aspects of financial literacy necessary for lifelong success. A practical approach is followed. Topics covered include: the impact of credit on personal finances and employment opportunities, identifying and avoiding financial fraud, the importance of financial decision making, the impact of income taxes, the use of insurance as a risk management tool, retirement planning, and determining whether or not to file personal bankruptcy.

#### **HCA 101W Medical Terminology - 3 credits**

This course offers students engagement and interaction with the dynamic language of Healthcare. Through comprehensive discussions and activities, students will have the opportunity to be immersed in the words used in Healthcare including healthcare industry terminology, healthcare delivery systems terminology and body systems – clinical terminology.

#### **HCA 102W Medical Personability - 3 credits**

Medical Personability builds essential soft skills needed by the medical certificate or degree-seeking student. These non-cognitive skills are critical to the success of working in healthcare as a result of the demand for increased focus on patient satisfaction, the movement to coordinated care models, as well as the number of patient touches the front-line caregiver expresses. By leading the student through a unique classroom process that allows for demonstration of knowledge through interactive engagement, learning and assessment are observed and evaluated through virtual simulation.

#### **HCA 150W Essentials of Healthcare in the U.S. - 3 credits**

Prerequisite: HCA 101W. This course will give students an overview of the current U.S. healthcare delivery system and its associated costs. It will enable students to accurately define insurance terms and abbreviations and introduces students to the functions and procedures of health insurance programs. The course will familiarize students with requirements, rules, regulations, and laws pertaining to various insurance programs.

#### **HCA 210W Medical Law & Ethics - 3 credits**

Prerequisite: HCA 101W. This course includes an overview of medical law and ethics including types of licenses, medical education, and professional conduct. It also includes orientation of the requirements regarding the Health Insurance Portability and Accountability Act (HIPAA) and the guidelines of OSHA (Occupational Safety and Health Administration) which are mandatory in the medical field.

#### **HCA 300W Foundations of Healthcare Law - 3 credits**

Prerequisite: HCA 210W. This course examines state and federal laws related to the U.S. healthcare system. Topics include an overview of the legal system, tort law, criminal and fraud issues, contracts and antitrust, medical staff legal implications, information management, and reporting and patient's rights.

#### **HCA 305W Organization and Management in Healthcare - 3 credits**

Prerequisite: HCA 101W. This course focuses on acquainting the student with the concepts of behavioral sciences within health services organizations including managing organizational behavior for quality and results, diversity, organizational communication, behavior modification, leadership, occupational stress, structure, and learning organizations.

#### **HCA 310W Introduction to Public and Community Health - 3 credits**

Prerequisite: HCA 101W. This course offers an introduction into the public health's historical contributions, ethical bases, system organization and the social, behavioral, environmental, and biological factors that contribute to individual and community health problems.

#### **HCA 315W Fundamentals of Electronic Health Records - 3 credits**

Prerequisite: MED 200W. This course will introduce the Integrated Electronic Health Records and allow students to apply their knowledge through simulations.

#### **HCA 320W Marketing for Healthcare - 3 credits**

Prerequisite: HCA 101W. This course explores key marketing concepts that the healthcare leader needs to understand to plan and implement an effective marketing strategy. The concepts explored include the marketing process, needs assessment, developing marketing campaigns and evaluating the efficacy of marketing efforts.

**HCA 400W Financial Management for Healthcare - 3 credits**

Prerequisite: ACC 202W. This course provides an overview of the two main areas of Healthcare Finance, accounting, and financial management. Topics explored include the healthcare financial environment, financial accounting principles, managerial accounting principles, financial management, long-term financing, and capital investments.

**HCA 405W Introduction to Long-Term Care - 3 credits**

Prerequisite: HCA 101W. This course explores the various long-term care services available in the U.S. Topics include access, financing, combinations of housing and services for disabled adults, and the challenges of providing a range of quality long-term options.

**HCA 410W Organization and Management in Healthcare - 3 credits**

Prerequisite: HCA 101W. This course examines the complex and intricate nature of the U.S. healthcare system and its implications for healthcare organizations and the populations served. Topics include the organization of healthcare, access to care and disparities, quality of care, funding, healthcare reform and impact for strategic planning for healthcare organizations.

**HCA 450W Healthcare Administration Capstone - 3 credits**

Prerequisite: Successful completion of all HCA/MED courses in the program. The capstone course is the culminating experience for the Bachelor of Science in Healthcare Administration. The capstone course provides students with the opportunity to integrate and synthesize the knowledge, skills, and attitudes acquired throughout their course work in an original comprehensive project, and to assess their level of mastery of the stated program outcomes of their degree program in Healthcare Administration.

**HRM 210W Introduction to Recruitment & Selection - 3 credits**

In this course, students explore the recruitment and selection function of human resources management. This exploration includes an overview of the strategic staffing process and as well as the methods, technologies, and systems used to identify, attract, select, and onboard employees.

**HRM 220W Introduction to Employee Relations - 3 credits**

In this course, students explore the varied topics that fall under the broad term "employee relations." Topics include the nature of the employment relationship, employee assessment and performance management, labor relations, organizational communication, employee retention, and engagement.

**HRM 230W Introduction to Compensation and Benefits - 3 credits**

In this course, students receive a broad overview of the two key components to total rewards - health and welfare benefits and compensation practices. As a final deliverable, students will design a comprehensive compensation system and benefits plan for an organization.

**HRM 250W Effective Workplace Training and Development - 3 credits**

In this course, students explore the entire training and development function. This exploration includes the common training process and design models as well as the tools, technologies, and resources used in a variety of training methods. Students participate in discussions and complete projects and activities that support each phase of the training and development process. Students also examine potential organizational issues that may arise at different phases in the training and development process.

**INB 301W International Business Law and Ethics - 3 credits**

This course offers an in-depth discussion of international business organizations and transactions in the global political, social, and legal environment. There will be a study of the various relationships among the legal systems and ethical values of different countries and the individuals and business organizations of those countries. Topics include the policies and procedures of multinational corporations, international contracts, regulation of exports and imports, cross-border intellectual property issues, regional transactions, product liability issues, and enforcement-related issues.

**INB 305W International Business and Trade - 3 credits**

This course provides a thorough examination of the patterns, terms and causes of trade; the sources of gains from trade and commercial policy; and the domestic and international distribution of those gains. This course also discusses the political, economic, and social causes of trade policies and the theories behind trade and growth. Students will explore the instruments and consequences of trade policies, namely, tariffs and quantitative restrictions, and their modern manifestation in the form of anti-dumping and safeguard measures.

**INB 310W Global Marketing - 3 credits**

This course explores the impact of economic, cultural, political, legal, and other environmental influences on international marketing. Within this context, we will discuss how to identify and analyze global marketing opportunities and examine product, pricing, distribution, and promotion strategies. This marketing course is structured to provide ample opportunity for interaction among students and between students and the instructor with respect to discussing key issues in global marketing.

**INB 320W International Supply Chain and Logistics Management - 3 credits**

This course provides a comprehensive overview of the transportation, logistics, operations, and strategy associated with international trade and commerce. The course focuses on the following: supply chain management, infrastructure analysis, network design, warehousing operations, inventory management, foreign market entry modes, international trade contracts, payments, insurance, multi-modal transportation, packaging, customs, and most importantly security.

**INB 401W International Negotiations and Culture - 3 credits**

This course acknowledges the critical nature of culture in the negotiations process by describing the theories; processes, and actions associated with global communication and negotiations. The course incorporates cultural norms, values, and idiosyncrasies that impact the negotiations process. Students gain a global perspective of negotiations and develop strategies to effectively lead a negotiation team or project.

**INB 405W International Finance - 3 credits**

Prerequisite: FIN 305W Corporate Finance. International Finance will introduce students to global financial markets and operations of multinational firms. Topics to be discussed will include foreign exchange markets, international financial markets, international banking, international trade tariff and quotas, Euromarkets, and investment decisions in the global marketplace.

**INB 410W International Economics - 3 credits**

Prerequisite: ECO 201W or equivalent. This course explores the basics of international economics, including the effects of international economic policies on global welfare and the fundamentals of global trade and finance. This course discusses modern international economic theories and practices, comparative advantage, free trade, protectionism, and international finance. Organizations whose roles

and responsibilities are covered in this course include the World Trade Organization (WTO), the International Monetary Fund (IMF) and the World Bank. There is also discussion of international trade agreements, including the North American Free Trade Agreement (NAFTA) and other agreements. Students will learn the various ways in which theories, organizations, and agreements affect long and short-term business decision-making policies and practices.

#### **INB 420W Global Politics and Organizations - 3 credits**

Prerequisite: INB 305W International Business and Trade. Political and economic integration provides the laws, policies, and frameworks for international alliances, conventions, and trade. This course provides an overview of the history, theories, and structures of international politics and the global organizations that aid governments in working together to build social responsibility, sustainability, and economic prosperity while increasing human rights and environmental viability.

#### **INB 450W Global Strategic Management - 3 credits**

Prerequisite: Successful completion of 109 credits in the BSIB program. The course is designed to integrate coursework, knowledge, critical thinking skills, and applications of learning to enable the student to demonstrate a broad mastery of learning across the BSIB curriculum. The course is designed to synthesize the student's area of concentration within the BSIB program. A seminar in approach, the course places emphasis on discussions, mentoring, and substantive research methodologies. Students will be guided to the completion of a major research project and a comprehensive e-Portfolio within their concentration with assignments incrementally completed throughout the course.

#### **MED 150W Introduction to Medical Coding - 3 credits**

Prerequisite: HCA 101W Medical Terminology. This course introduces the concepts and methods of medical coding which provide the foundation for medical billing and reimbursement and the revenue cycle, in the United States healthcare system. Definition, correct use, and application of the International Classification of Diseases Clinical Modification (ICD-10-CM), Current Procedural Terminology (CPT), and Healthcare Common Procedure Coding System (HCPCS) will be identified and practiced. The relationship between coding and the Electronic Health Record as well as the protection of a patients' Protected Health Information (PHI) will be identified. Active involvement through readings, lectures, discussion, multimedia, learning activities/assignments is required of each student.

#### **MED 155W Diagnosis Coding: ICD-10-CM - 3 credits**

Prerequisite: MED 150W Introduction to Medical Coding. This course covers the principles and guidelines for using the ICD-10 CM code set and the concept of clinical vocabularies and classifications systems of diagnosis coding. Focused instruction for interpretation of health record documentation for proper assignment of diagnosis codes will be emphasized and put into practice as well as the understanding of ICD-10 CM diagnosis in relation to inpatient and outpatient settings.

#### **MED 160W Medical Office Procedures - 3 credits**

Prerequisite: HCA 101W Medical Terminology. Medical Office Procedures will provide those interested in setting up a medical office or who want to learn how to manage a medical office more efficiently with the basics and specialized concerns that face medical offices today. Students will also experience some of the principles of leadership and the importance of team building in a healthcare environment.

#### **MED 165W Procedure Coding: ICD-10-CM - 3 credits**

Prerequisite: MED 155W Diagnosis Coding. This course covers the principles and guidelines for using the ICD-10-PCS code set and the concept of clinical vocabularies and classifications systems of procedure coding. Focused instruction for interpretation of health record documentation for proper assignment of procedure codes will be emphasized and put into practice as well as the understanding of ICD-10-PCS procedure in relation to inpatient and outpatient settings.

#### **MED 175W CPT Ambulatory Procedures Coding - 3 credits**

Prerequisite: MED 165W Procedure Coding. This course covers the principles and guidelines for using the ICD-10 CM code set and the concept of clinical vocabularies and classifications systems of procedure coding. Focused instruction for interpretation of health record documentation for proper assignment of ambulatory procedure codes will be emphasized and put into practice as well as the understanding of ICD-10 CM procedure in relation to inpatient and outpatient settings.

#### **MED 180W Medical Billing and Reimbursement - 3 credits**

Prerequisite: MED 160W Medical Office Procedures. This course advances students into the world of billing and collections, as well as reimbursement processes such as audits and claims appeals. Emphasis is placed on understanding the varying payer sources that patients utilize, proper billing techniques, general claims management, and overall reimbursement life cycle. This course is designed for the Medical Office Administration Student.

#### **MED 184W Medical Insurance Procedures - 3 credits**

Originally intended to protect against large financial losses, health insurance in the United States has expanded over the last 80 years to take on a more profound social role. This course will give students an introduction to the concept and history of health insurance in the United States. It will explain basic health insurance principles and terminology, and discuss various systems of public and private insurance. A full range of health insurance issues will be discussed, including what is covered and how health insurance works for all segments of the population. The course concludes with a broad discussion on health insurance from the perspective of the consumers and healthcare providers, as well as comparisons with healthcare funding in other countries.

#### **MED 200W Electronic Health Information Systems - 3 credits**

Prerequisite: HCA 101W Medical Terminology. This course provides an overview of information management and information technology for healthcare administrators. Attention is paid to the content and function of the electronic health record (EHR).

#### **MED 215W Practical Medical Billing and Reimbursement Procedures - 3 credits**

Prerequisite: MED 175W CPT Ambulatory Procedure Coding. This course provides students with a practical application of the steps following medical coding. It is designed for the student who has completed the three medical coding classes.

#### **MGM 201W Principles of Management - 3 credits**

This course investigates the way that managers perform their duties in an organization relying on the dynamic processes of strategic planning, business development, budgeting, and operations to move their organizations forward and achieve results. The concepts and skills needed to manage effectively under constantly changing

conditions are identified. The course will review a manager's skill at influencing the direction and functioning of an organization and will develop students' appreciation of these management activities and their links to employee performance. Active involvement through lectures, discussion, videos, case studies, and group exercises is required of each student.

#### **MGM 210W Quality Customer Service - 3 credits**

Prerequisite: MGM 201W Principles of Management. This course introduces the student to the theory, concepts, and methodologies that contribute to quality customer service. Emphasis is on behavioral, technological and management of service criteria to deliver quality, inter-industry service in the global business environment.

#### **MGM 215W Leadership and Management - 3 credits**

Prerequisite: MGM 201W Principles of Management. This course is designed for students to compare and contrast management and leadership; examine five fundamental practices of exemplary leadership and discover a natural approach to leadership that works for them. Students will develop a personal action plan based on their strengths and explore techniques to develop leadership skills in others. Benefit from an enriching combination of lectures, learning assessment exercises, small-group interaction, and case studies.

#### **MGM 225W Human Resources - 3 credits**

Prerequisites: MGM 201W Principles of Management. This is an introductory course intended to provide the student with a comprehensive overview of the major Human Resources functions that are typically found in organizational settings. Topics covered include Strategic HR Planning, Benefits & Compensation, Recruitment & Selection, Employee & Labor Relations, and Training & Development. The course draws upon both current Human Resource practices and relevant research.

#### **MGM 250W Business Ethics - 3 credits**

Prerequisite: MGM 201W Principles of Management. The purpose of this course is to develop critical thinking and reasoning about moral issues of business. In addition to a study of public issues such as mergers, management versus stockholders' interests, the changing nature of stockholders, you will explore typical ethical dilemmas that confront investors, managers, analysts, brokers, and others involved in the business marketplace. This course emphasizes the ethical dimensions of employees who work within organizations. Case analysis, research and group discussion of current events will be used.

#### **MGM 255W Business Law - 3 credits**

Prerequisite: MGM 201W Principles of Management. This course covers various key facets of business law. Through readings, lectures, discussion board assignments, and written assignments, students will explore different aspects of laws affecting businesses today. Students will develop a basic understanding of the importance of such diverse areas of business law as different types of business entities, the roles of directors and officers, the rights of shareholders, mergers and acquisitions and the dissolution and liquidation of a business. In addition, students will develop the skills of identifying potential legal issues with businesses that may arise during the course of the business day.

#### **MGM 301W Research Methods - 3 credits**

Prerequisite: MGM 201W Principles of Management. This course presents the student with a broad overview of research with a focus on collecting, analyzing and presenting research findings. Further, the student will gain an appreciation of being able to recognize valid data in a business or social setting. Students prepare a proposal for a research project in a group setting.

#### **MGM 305W Organizational Behavior - 3 credits**

Prerequisite: MGM 201W Principles of Management. This course introduces the student to the contemporary principles of organizational behavior. Emphasis is on the importance of human dynamics in modern organizations. The course covers individual behavior, group processes, and organizational dynamics from both the management and employee perspectives.

#### **MGM 401 Operations Management - 3 credits**

Prerequisite: MGM201 Principles of Management. This course presents an overview of operations management from the service and manufacturing industry perspectives. The origins of this function as well as the methodologies used by an operations manager will be discussed. The student will be introduced to factors such as planning, quality, supply chains, recall issues, process improvements, and sustainability. The function of project management will also be applied to case studies as it relates to operations.

#### **MGM 410W Strategic Management & Decision Making - 3 credits**

Prerequisite: MGM 201W Principles of Management. This course looks at management decisions and actions that determine long term performance for the corporation. The study of business strategy examines a variety of analysis and decision-making applications including environmental scanning (internal and external), strategy formulation, implementation, and evaluation. The course also looks at the strengths and weaknesses that effect strategy development.

#### **MGM 415W International Business Management - 3 credits**

Prerequisite: MGM 201W Principles of Management. Conducting business outside the United States involves a unique set of challenges. Diverse cultures, laws, languages, and currencies add to the complexities of putting together and managing international business ventures. This course will help you prepare for these types of activities by exploring a number of questions that focus on various aspects of international business.

#### **MGM 450W BSBA Senior Capstone - 3 credits**

Prerequisite: MGM 201W Principles of Management; Completion of 109 Credits in the BSBA Program and Required for Graduation. This Senior Capstone course is designed to challenge and further develop a student's synthetic knowledge of business and advance and apply that knowledge within the selected BSBA concentration. A seminar in approach employing high level critical thinking skills, the course will emphasize discussions, mentoring and research in specific problematic areas of business concerns. The student will be guided to complete a final research project with phased project assignments in a cumulative document due at designated times during the course. The final research project will become part of the student's ePortfolio. Each student will create a website to showcase one's resume, a video introduction, quality projects completed during the BSBA program, the final capstone project and other materials the student might wish to utilize in a job application process or business position advancement.

**MIS 205W Management Information Systems - 3 credits**

Prerequisite: MGM 201W Principles of Management. This course introduces various information and communications technologies and explains how information systems are used to solve problems and make better business decisions.

**MIS 225W Information Systems Today - 3 credits**

This course provides students with the information about how information technology and systems are continuing to expand within all aspects of today's organizations and society. This course serves as a basic reference for business professionals who need to know about information systems. Topics include database management, telecommunications, electronic commerce, information system ethics, and security.

**MIS 301W Decision Support and Business Analytics - 3 credits**

This course examines the growth of computer-based decisions support in the modern enterprise. Decision support systems are becoming computer and web-based, and the field, as well as the field of business intelligence, is evolving from being primarily a manager-support tool to becoming a shared commodity across organizations.

**MKT 210W Principles of Marketing - 3 credits**

This course focuses on how to collect, analyze, and use primary and secondary data in order to make more effective marketing decisions. Traditional marketing resources are introduced as well as up-to-date techniques for collecting primary data. Students will analyze information and make recommendations pertinent to the marketing plan.

**MKT 215W Customer Relationship Marketing - 3 credits**

Prerequisite: MKT 210W Principles of Marketing Strongly Recommended. Successful marketing does not stop with the first sale. This course stresses the importance of turning customers into repeat buyers and users. Customer Relations Marketing is a mixture of brand marketing, creative communication, technology, and research. The course involves the student in methods of how to build relationships with customers and maintain them over a period of time. It is an essential part of the marketing plan and must be viewed in the context of integrated marketing communications. How to develop and implement the process will be the foundation of the course.

**MKT 230W Principles of Public Relations - 3 credits**

Prerequisite: None; MKT 210W Principles of Marketing Strongly Recommended. This class is designed to provide a basic overview of how to plan and carry out a multi-faceted public relations program. It offers practical experience in identifying publics and messages; developing and producing a broad variety of PR tools; understanding and working with the news media; and working with other professionals in graphics, photography, video, and printing. Students work as teams with organization of their choice throughout the semester, researching its policies, practices, needs, and using them as the basis of a series of team assignments.

**MKT 301W Marketing Research - 3 credits**

Prerequisite: MKT 210W Principles of Marketing Strongly Recommended. This course focuses on how to collect, analyze, and use primary and secondary data in order to make more effective marketing decisions. Traditional marketing research resources are introduced as well as up-to-date techniques for collecting primary data. Students will analyze information and make recommendations pertinent to the marketing plan. This course follows up on a lot of the areas covered in Research Methods but focuses entirely on marketing situations.

**MKT 305W Consumer Behavior - 3 credits**

Prerequisite: MKT 210W Principles of Marketing Strongly Recommended. In this course, students will develop an understanding of consumer behavior in order to develop strategies by analyzing buying behavior data through the use of psychology, economic and other social science theories to segment customers. Emphasis is on the impact of the influences on buying behavior through; need recognition, information search, evaluation of alternatives, purchasing decision and post purchase behavior. Students prepare advertising and marketing strategies for a new product launch.

**PJM 210W Introduction to Project Management - 3 credits**

Prerequisite: MKT 210W Principles of Marketing Strongly Recommended. This course explores both the theory and the practice necessary to successfully understand and manage projects. Students will learn the terminology, processes, and key concepts that are essential to effective project management. They will explore the five stages of a project's life cycle, and examine important project elements—such as integration management, scheduling, costing, quality, control, risk management, procurement, and stakeholder engagement—that must be monitored, evaluated, and executed throughout a project.

**QSM 210W Quality Systems Management - 3 credits**

Product and service quality is a key competitive element in today's global economy. Whether an organization is public, private, for profit, or not for profit, quality management tools and techniques are a necessity. QSM 210 provides an introduction to quality principles, quality management systems, and the latest in product and process improvement tools and techniques. This course also introduces Lean Thinking and the Six Sigma DMAIC (Define, Measure, Analyze, Improve, and Control) process improvement methodology.

**QSM 325W Introduction to Quality Strategic Planning - 3 credits**

Strategic planning sets the direction of the organization for long-term survival and prosperity. QSM 325W emphasizes the Hoshin method of strategic planning, a technique that treats strategic planning as a "system" that involves the development of plans with linkage to the organization's mission. Students learn how first level and lower level strategies are developed and deployed. A key emphasis of QSM 325W is the use of Hoshin tools in strategy development, review, and feedback. Students will utilize tools to analyze the present state and voice of the customer and ensure the alignment of projects with organizational goals and objectives.

**QSM 345W Performance Based Management and Benchmarking - 3 credits**

This course examines performance-based management and benchmarking in the context of quality systems management. Students learn about various types of performance measures and performance measurement systems; the Malcolm Baldrige National Quality Award as a framework for evaluating and acknowledging quality-management and performance excellence; and the collection, analysis, and presentation of performance and benchmarking data. This course will also provide an overview of the concepts of benchmarking as both a performance measure and a means of identifying opportunities for continuous process improvement.



**QSM 408W Special Topics in Quality Management - 3 credits**

Prerequisite: QSM 210W Quality Systems Management. QSM408 is an in-depth study of Lean and Six Sigma. Lean thinking and application to the workplace is emphasized. The foundations of Six Sigma will be studied, including its statistical basis. QSM 408W students will focus on the Six Sigma DMAIC five-phased methodology for process improvement and apply graphical and statistical tools that support Lean and DMAIC methods. From problem identification, project selection and team formation through to implementation of change, students will gain hands on expertise in problem solving and process improvement using DMAIC. QSM 408W will prepare students for their Bachelor's Capstone Project and for optionally taking the Green Belt Lean Six Sigma Certification exam.

**QSM 475W Introduction to Financial Systems Management - 3 credits**

The purpose of this course is to enable students to understand basic financial concepts and the correlations that exist between Finance and Quality Management. Through the course material, students will also gain insight into the importance of a company's financial statements such as the balance sheet, income statement and the use financial indicators. Additional topics include quality cost systems, root cause analysis and the application of these concept. Students will gain insight into the basic concepts of finance and develop a comprehension and practical understanding of the critical role of finance in operations, process improvement and quality analysis.

**QSM 480W Quality Management Capstone 1 - 4 credits**

QSM 480W is an eight-week Capstone project course where each student secures a process or product improvement project. QSM480, and its follow-on course (QSM485) will help students utilize Lean Six Sigma (LSS) tools and techniques to effect real change in a workplace. In a previous course, QSM408, students learned about LSS and practiced with some of the tools and techniques. In QSM480 students will apply these tools and techniques to their own process improvement project.

**SEM 205W Social Enterprise Management - 3 credits**

This course will explore the "Social Enterprise" which is a business whose primary purpose is the common good. Social Enterprises use strategies, methods, and disciplines of business and the power of the free marketplace to advance their social, environmental and human justice agendas. Their mission statement addresses a social need and common good either through the sale of products/services or by employing a disadvantaged workforce. Through readings, lectures, discussions, and case study students will be introduced the social enterprise and learn the similarities and differences between a social enterprise and other forms of business. This course will demonstrate to students how many existing social enterprises have succeeded in applying business strategies to build, manage and sustain social enterprise. Students will be encouraged to develop their own Social Enterprise business idea.

**SEM 210W Entrepreneurship and Small Business Management - 3 credits**

This course examines the characteristics and nature of entrepreneurship and the nuances of growing a small business. Topic covered include: personal analysis of entrepreneurs, the generation of entrepreneurial ideas, market identification, the development of a business plan, accounting methods, nonprofit and social business sustainability. Also discussed are the legal and tax implications of ownership forms together with personnel and staffing requirements. Capital requirements, financial management, marketing plans, and internal management control systems are considered in relation to the strategic focus of the enterprise.

**SEM 310W Governance, Ethics & Compliance for the Social Enterprise - 3 credits**

This course aims are to provide students with a basic understanding of corporate governance as a term and as a practice involving relations between a firm's executive leadership, its governing board, and its stakeholders including shareholders and others who have an interest in the oversight of the entity. The course explores various governance models practiced in the US including both for-profit and non-profit and looks at the role and responsibilities of each of the parties in these relationships both as set down in the legal code and as suggested by current best practice. The role of various board committees will also be discussed along with their relationships with the regulatory agencies such as the SEC. A fundamental part of the course is a discussion of the 'purpose of a corporation' and of the various perspectives held by prominent thought leaders in the US on this subject. The course will also look at changes made in board practices following the Sarbanes Oxley legislation in 2002 and at recent trends in corporate governance.

**SEM 320W Grant Writing and Funding - 3 credits**

This course provides a background and template for the social entrepreneur to develop funding sources beyond the "GoFundMe" level of revenue development. Grant Writing involves particular protocols and begins with research of specific funding interests among corporations, institutions and the government. This course explores those avenues and the proper step by step approaches for each.

**SEM 350W Nonprofit PR - 3 credits**

Prerequisite SEM 205W. Public relations provides a largely free framework for a social enterprise to communicate with its donors and potential donors. This course explores how a non-profit or worthy enterprise can capitalize on the right message in the right channel to effectively accomplish communication goals by evaluating free, owned and paid media as alternatives. Detailed steps in a professional PR plan are outlined and examined.

**SEM 360W Nonprofit Marketing - 3 credits**

Prerequisite SEM 205W. Effective marketing planning is at the heart of any successful enterprise, particularly where there are limited funds. The basic principles of marketing for both for profit and for non-profit are compared to stimulate new thinking in the positioning of the social enterprise in terms of the 4 Ps of marketing (product, place, price and promotion). Students prepare a marketing plan for their chosen enterprise.

**SEM 405W Nonprofit Organizational Management - 3 credits**

This course investigates the way that managers in non-profit and enterprise organizations accomplish tasks relying on the dynamic processes of strategic planning, business development, budgeting, and operations to move their organizations forward and achieve results. The concepts and skills needed to manage effectively in a non-profit, often volunteer situation are identified. The course will review a manager in a social enterprise has to share a vision and mission to accomplish goals.

**SEM 410W Case Histories in a Social Enterprise - 3 credits**

This course examines actual cases where the public good or a particular cause is/was served via the corporate level. The course examines what a range of companies did to achieve success in social enterprise and what lessons were learned. Examples will include companies that operate in corporate social responsibility, conscious capitalism, B corporations, benefit corporations and non-profits. Students will conduct independent research on companies and synthesize findings leading to success.

### **SEM 420W Equality, Diversity & Inclusion in Management - 3 credits**

This course examines the personal, social and political aspects of diversity, equity and inclusion in all areas but with emphasis on the workplace. The course looks at factors that have affected the focus on DEI, its effect on quality of life and productivity and ways of moving forward in a highly divided society.

### **SEM 430W Strategy, Mission & Governance for the Social Enterprise - 3 credits**

This course explores the relationship between firm strategy and external environmental factors such as societal norms, governance frameworks, consumer expectations, and supra-national guidelines. Specifically, the course introduces students to the concept of 'corporate social responsibility' (hereafter CSR) along with firm strategies, governance mechanisms, and implementation approaches that explicitly integrate CSR concerns. Labeled as 'win-win' strategies, these approaches treat the externalities of economic activity, such as environmental damage or social displacement, not as costs to the firm, but as opportunities for cooperation and development. They also represent examples of how corporations can contribute to addressing some of the world's more pressing problems through partnership and innovation.

### **SEM 450W SEM Senior Capstone - 3 credits**

Prerequisite: Successful completion of 109 credits in the BSSEM program. The course is designed to integrate coursework, knowledge, critical thinking skills and applications of learning to enable the student to demonstrate a broad mastery of learning across the BSSEM curriculum. The course is designed to synthesize the student's area of concentration within the BSSEM program. A seminar in approach, the course places emphasis on discussions, mentoring, and substantive research methodologies. Students will be guided to the completion of a major research project and a comprehensive e-Portfolio within their concentration with assignments incrementally completed throughout the course.

## **Graduate Prerequisite Courses**

*These courses run in the 5-week graduate sessions and are for students entering a Graduate program. Students have a maximum of 12 consecutive months to complete any required prerequisite course(s), with a minimum grade of B (3.0).*

### **GMG 201W Principles of Management - 3 credits**

Prerequisite: Conditional Acceptance into a graduate program. This course investigates the way that managers get things done in an organization relying on the dynamic processes of strategic planning, business development, budgeting, and operations to move their organizations forward and achieve results. The concepts and skills needed to manage effectively under constantly changing conditions are identified. The course will review a manager's skill at influencing the direction and functioning of an organization and will develop students' appreciation of these management activities and their links to employee performance. Active involvement through lectures, discussion, videos, case studies, and group exercises is required of each student.

### **GAC 201W Financial Accounting - 3 credits**

Prerequisite: Conditional Acceptance into a graduate program. This course enables students to develop a basic understanding of fundamental accounting concepts and practices. The course focuses on basic accounting concepts and techniques needed to interpret and use financial information in managing and analyzing business operations.

### **GEC 205W Survey of Economics - 3 credits**

Prerequisite: Conditional Acceptance into a graduate program. This course emphasizes fundamentals in understanding both micro and macroeconomics. This survey course provides students with a general overview of the fundamental concepts and theories related to economics. Students will learn a balanced perspective on microeconomics and macroeconomics. The course explores and analyzes the role of households, firms, and government, especially our own, in relation to economic theory. Students will learn to apply theoretical concepts from an economic viewpoint against issues and challenges of today relating to economic principles and elements of business decision making from an economic viewpoint.

### **GFI 305W Corporate Finance - 3 credits**

Prerequisite: Conditional Acceptance into a graduate program. The primary objective of Corporate Finance is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; options and market efficiency. The course will analyze corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues. The course also covers the operating and financial leverage, sustainable growth, and financial health of a firm.

### **GMA 305W Statistics - 3 credits**

Prerequisite: Conditional Acceptance into a graduate program. To provide a basic knowledge of statistics methodology: concerned with data collection, analysis, and interpretation. This course introduces fundamental concepts of statistical measures and distributions and regression-correlation analysis.



MBA

# Master of Business Administration

• CIP 520201 • 36 credits

## Program Description

The Master of Business Administration (MBA) is a 12-course, 36-credit program that is designed to provide students with a strong foundation of academic study achieved within an accelerated period of time.

The intent of the MBA program is to meet the needs of middle and senior level managers who want to improve their professional skills via a high quality, affordable, online MBA with a specific focus on strategic thinking and management. The MBA program may also be of interest to consultants and professionals looking to advance into upper-level administrative positions in a variety of fields.

## Program Outcomes

- Form and implement effective strategic plans in the context of global, political, social and technological environments.
- Collaboratively lead diverse teams in changing work environments.
- Effectively use research and analyze data to solve unstructured business problems.
- Integrate theoretical perspectives and apply a conceptual understanding of relevant business disciplines to new, existing, and unforeseen situations.
- Use technology to effectively communicate and present data, ideas, and concepts.

## Instructional Delivery

The MBA is a fully online program. With the exception of the Capstone course, delivered in a seminar format, all MBA courses are five weeks in length, and there are eight sessions each year. The Capstone course is six weeks in length. The MBA can be completed in approximately 18 months. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester.

**Program chair:** Joseph Miglio, Ed.D.

- joseph.miglio@cambridgecollege.edu

## General Prerequisites ..... 12 credits

Students are conditionally accepted into the Master of Business Administration program until the following four undergraduate business courses are completed:

- GAC 201W Financial Accounting
- GEC 205W Survey of Economics
- GMG 201W Principles of Management
- GMA 305W Statistics

These prerequisite courses may be waived based on undergraduate coursework. A grade of B (3.0) must be obtained in each prerequisite course.

Each prerequisite course may be repeated once in the event the student does not complete it with the minimum grade the first time.

## Core Curriculum ..... 24 credits

- MBA 501W Strategic Leadership & Management
- MBA 502W Applied Quantitative Methods for Business
- MBA 505W Managerial Accounting
- MBA 515W Technology & Analytics for Managers:  
A Strategic Approach
- MBA 520W Strategic Marketing Management
- MBA 525W Managerial Economics
- MBA 535W Operations Management & Supply Chain Management
- MSF 505W Managerial Finance

## MBA Capstone ..... 3 credits

- MBA 545W Capstone: Strategic Planning & Decision Making  
(this course is six weeks in length)

## Concentrations ..... 9 credits

Three courses from a specific area of study.

**Continued**

(All courses @ 3 credits except as noted.)



MBA

Continued

# Master of Business Administration

## MBA Concentrations .....9 credits

### General Management

Choose three:

- HRM 501W Strategic Human Resource Management
- MBA 541W International Business & Global Strategy
- MBA 530W Legal & Ethical Dimensions of Strategic Management
- PJM 505W Project Management I

### Finance

Choose three:

- MSF 500W Financial Markets\*
- MSF 510W Investment Management
- MSF 540W International Finance
- MSF 545W Financial Modeling
- MSF 550W Financial Derivatives
- MSF 570W Financial Ethics and Compliance

### Business Ethics & Compliance

Choose three:

- MBE 501W Regulations & Regulators\*
- MBE 510W Governance, Ethics & Compliance
- MBE 515W Enterprise Risk Management
- MBE 540W Corporations & Compliance: Case Studies
- MBE 560W The Culture of Ethics

### Global Finance Trading

- MSF 547W Global Currency Management
- MSF 557W Financial Trading and Management
- MSF 560W Trading Psychology and Risk Management

### Healthcare Management

- MHM 501W Evolving Healthcare Systems
- MHM 505W Healthcare Law & Policy
- MHM 565W Risk & Regulatory Compliance

### Human Resources Management

Choose three:

- HRM 501W Strategic Human Resource Management\*
- HRM 520W Recruitment & Selection for Organizational Excellence
- HRM 540W Talent Management & Development
- HRM 550W Employee & Labor Relations

### International Management

Choose three:

- MBA 541W International Business & Global Strategy\*
- MSF 540W International Finance
- MBE 565W International Business Ethics & Compliance
- HRM 570W Global Human Resources Management

### Risk Management & Insurance

- MSF 500W Financial Markets
- MSF 580W Insurance & Risk Management
- MBE 515W Enterprise Risk Management

### Quality Systems Management

Choose three:

- QSM 525W Quality Systems and Strategic Planning\*
- QSM 543W Business Process Analysis
- QSM 545W Supply Chain Management
- QSM 565W Performance Based Management & Benchmarking

\*Indicates the first course is required in the concentration. Students must take this course prior to selecting the additional two courses.

(All courses @ 3 credits except as noted.)



Master of Science

# Master of Science in Accounting

• CIP 520305 • 30 credits

## Program Description

The Master of Science in Accounting (MACC) is a 10 course, 30-credit program that is designed to provide students with a robust foundation of academic study in accounting within an accelerated period of time.

The MACC program is a professional master's degree designed to provide a mature understanding of accepted practices in the field of accounting. By providing students with advanced industry-specific credits coupled with the appropriate undergraduate coursework results in knowledgeable accountants. The MACC is structured to maximize a student's success on accounting certification exams through accounting theory and coverage of advanced accounting topics.

## Program Outcomes

- Utilize advanced accounting concepts in financial statement preparation and conduct analysis of financial statement data.
- Interpret financial statements and disclosure notes using GAAP and GAAS and make strategic and integrative decisions.
- Demonstrate ethical decision making and professional responsibility when faced with business problems.
- Critique global business transactions and employ appropriate accounting theory.

## Instructional Delivery

The MACC is an online program. Courses are five weeks in length, and there are eight sessions per year. The MACC is offered in a 100% asynchronous online format, and there is a strong focus on engaging students in a dynamic and interactive learning format. The program is designed for students to take one course per five-week session.

## Prerequisites

The Master of Science in Accounting is designed for students who already have a Bachelor's degree in Accounting from a regionally accredited school. Students with a Bachelor's in Business will be required to take prerequisites in the undergraduate program to prepare themselves for the intense theory, skills, and application-based curriculum.

### CPA Exam

Students wishing to become eligible to take the Uniform Certified Public Accounting Exam should understand the requirements of the State Board of Accountancy in their respective state or jurisdiction. NEIB has offered courses in this program based on the overarching requirements of the United States. However, it is the responsibility of the student to verify actual course needs in the state they wish to be certified.

### CMA Exam

Students wishing to take the Certified Management Accountants exam should refer to the requirements of the Institute of Management Accountants. Students who enter the program with the CMA credential may be eligible for a course waiver.

## MACC Prerequisites ..... 6 credits

These prerequisite courses may be waived based on undergraduate coursework. A grade of B (3.0) must be obtained in each prerequisite course. The prerequisites in this program are 8-week undergraduate courses.

- ACC 401W Advanced Accounting & Reporting
- ACC 402W Auditing

## Core Curriculum ..... 21 credits

- MBA 501W Strategic Leadership & Management
- MBA 505W Managerial Accounting\*
- MBA 530W Legal & Ethical Dimensions of Strategic Management
- ACC 550W Federal Taxation for Corporations & Partnership
- ACC 555W Advanced Accounting Topics
- ACC 560W Advanced Financial Statement Analysis
- MSF 505W Managerial Finance

\*MBA 505W can be waived if undergraduate ACC 205W & ACC 305W are completed with a C or better OR if the student provides documentation of their CMA credential.

## Elective Courses ..... 6 credits

Choose two:

- ACC 501W Forensic Accounting
- ACC 520W Forensic Data Analysis
- MBA 515W Technology & Analytics for Managers: A Strategic Approach
- MSF 545W Financial Modeling
- MSF 570W Financial Ethics & Compliance
- MBE 510W Governance, Ethics & Compliance
- MBE 581W Corporate Stakeholder Relations & Communication

## MACC Capstone ..... 3 credits

- ACC 590W Accounting Capstone

(All courses @ 3 credits except as noted.)



Master of Science

# Master of Science in Business Ethics & Compliance (MBEC)

• CIP 520303 • 30 credits

## Program Description

The Master of Science in Business Ethics and Compliance (MBEC) explores the nature of the relationship between business and society and prepares students for careers in regulatory compliance, business ethics, stakeholder management, corporate communication, corporate responsibility, and related fields. Students are exposed to both the theory and the application of ethics in the business arena and will practice applying these theories in different contexts to better manage relations with regulatory bodies, community groups, and external suppliers and partners.

To tailor the studies to the student's career aspirations, the program offers three specialized degree tracks:

- **Compliance:** This track provides students with the subject area knowledge required to be an effective leader and coach to others in compliance. A distinct legal orientation and an emphasis on learning about the role of government regulation of business are hallmarks of the compliance track.
- **Corporate Social Responsibility:** This track prepares students to pursue positions engaged in launching, managing, and monitoring strategic initiatives involving community engagement and stakeholder relations. Students will learn how to engage with stakeholders of all types: consumer activists, shareholders, community groups, non-governmental organizations, and suppliers.
- **Forensic Accounting:** This track is designed to prepare students to take an active role in the prevention and detection of unethical or illegal activities within the firm and/or to coach others on these processes. Students who follow the Forensic Accounting track should already have some familiarity with performance reporting, accounting, and auditing in a firm.

Ideally, students complete the six core courses (MBA 501W, MBA 530W, MBE 501W, MBE 510W, MBE550 and MBE 560W) at the beginning of their program. Once students have completed the core courses, they may enroll in one of three required courses in their chosen track. All students must successfully complete MBE 600-Capstone (which runs for eleven weeks) at the end of their program. In sessions where a core course that the student has already completed is offered, students may take another course provided they have met the pre-requisite requirement for the course. Yet, in any given session, students must always enroll in a core course that they have not completed before enrolling in any other course in the program. Below is a curriculum sheet describing the course requirement for the completion of the MBEC degree.

**Program chair:** Deborah Sementa, EdD, MBA, CRCM  
• [deborah.sementa@cambridgecollege.edu](mailto:deborah.sementa@cambridgecollege.edu)

## Program Outcomes

It is our expectation that graduates of the CCG Master of Science in Business Ethics and Compliance program will have developed the ability to:

- Identify and assess the strategic, operational, and social risks faced by corporations.
- Analyze the relevance of current and emerging regulations, laws and governance standards and effectively apply these to an organization.
- Appreciate the respective roles and contributions to the firm in the functions of compliance, corporate social responsibility, ethics, auditing, and managerial reporting and control.
- Clearly present problems and solutions related to ethics and corporate governance to management and the Board.
- As a final deliverable, students will have the opportunity to execute a “real-world” project with their employer, if approved by the program chair, or complete a comprehensive compliance program for an assigned industry through a Capstone Examination that demonstrates their ability to apply the concepts learned in the MBEC program.

## Instructional Delivery

The MBEC is an online program. Courses are five weeks in length and there are eight sessions each year. The MBEC degree can be completed in approximately 16-20 months. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester.

## Prerequisites

Upon completion of the admission requirements, students are conditionally accepted into the MBEC program until the prerequisite course GMG 201W Principles of Management is completed. Students may transfer in the equivalent of this course in accordance with its Transfer of Credit policy. Students may also test out of the required prerequisite courses by successfully completing a CLEP examination if one is available in the subject area. Other conditions for acceptance may be stipulated for applicants in some instances. Students that are conditionally admitted into the program will be informed of the conditions to be met for full admission status and the deadlines for meeting each condition.

**Continued** 



# Master of Science in Business Ethics & Compliance (MBEC)

## General Prerequisites ..... 3 credits

This prerequisite course may be waived based on undergraduate coursework or by work experience if approved by the Program Chair. A grade of B (3.0) must be obtained in each prerequisite course.  
GMG 201W Principles of Management

## MBEC Capstone ..... 3 credits

MBE 600W Capstone: Ethics and Compliance  
(this course is eleven weeks in length)

## Core Curriculum ..... 18 credits

- MBA 501W Strategic Leadership Management
- MBA 530W Legal & Ethical Dimensions of Strategic Management
- MBE 501W Regulations & Regulators
- MBE 510W Governance, Ethics & Compliance
- MBE 550W Conducting Internal Investigations
- MBE 560W The Culture of Ethics

## Concentrations..... 9 credits

### Compliance

- MBE 515W Enterprise Risk Management
- MBE 540W Corporations and Compliance: Case Studies
- MBE 565W International Business Ethics & Compliance

### Corporate Social Responsibility

- MBE 580W Strategy, Missions & Governance
- MBE 581W Corporate Stakeholder Relations & Communications
- MBE 582W Measuring & Monitoring ESG Performance

### Forensic Accounting

- ACC 501W Forensic Accounting
- ACC 520W Forensic Data Analysis
- MBE 525W Fraud Examination & Techniques

### Risk Management & Insurance

- RMI 530W Liability and Property Risk Management & Insurance
- RMI 540W Life & Health Insurance
- RMI 560W Insurance Company Operations, Qualification & Underwriting

(All courses @ 3 credits except as noted.)



Master of Science

# Master of Science in Finance (MSF)

• CIP 520304 • 30 credits

## Program Description

The Master of Science in Finance program at Cambridge College Global is designed to meet the academic and skill needs of those who desire a career in modern finance. The program is academically rigorous and has proven to be most useful to those pursuing careers within the following areas of finance: asset management, debt, equity and commodities trading, investment banking, mutual funds, hedge funds, and insurance. Using both theoretical and applied methods, the MSF program prepares students to enter the field of finance or advance in their current positions.

## Program Outcomes

MSF students will be able to make sound managerial financial decisions by:

- Analyzing financial data and market research information to conduct analyses for sound investment decisions and portfolio management.
- Utilizing financial concepts and analytical tools to make financial decisions in managerial finance and investment management.
- Devising effective financial plans and risk management strategies.
- Applying theoretical constructs and quantitative tools to devise financial models to address corporate finance challenges.
- Evaluating issues in financial ethics and compliance to support ethical practices.
- Strategizing and proposing comprehensive financial plans and investment policies to maximize shareholders' value in the current global environment.

As a final deliverable, all MSF students will construct a comprehensive financial analysis and investment analysis report on par with those found in the financial press.

## Instructional Delivery

The MSF program is an online program. Courses are five weeks in length and there are eight sessions each year. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester. The program can be completed in 16 months of continuous enrollment.

## Prerequisites

Students are conditionally accepted into the MSF program until the following undergraduate business courses are completed: Statistics and Corporate Finance. Students have a maximum of 12 consecutive months to complete any required prerequisite course(s), with a minimum grade of B (3.0). Students may transfer in the equivalent of these courses in accordance with its Transfer of Credit policy or enroll in these courses prior to full acceptance into the MSF at CCG. Students may also test out of the required prerequisite courses by successfully completing a CLEP examination if one is available in the subject area. To receive admission to the MSF Program, candidates must hold an undergraduate degree and have a final undergraduate cumulative GPA of 3.0 (B). Also required is completed coursework in finance, statistics, calculus, economics, or accounting either at the undergraduate or graduate level. These candidates who have not may be granted conditional admission and be required to complete additional undergraduate courses.

Once students successfully complete any required prerequisite courses, they will be automatically moved to a fully accepted status. Students may complete the required courses at CCG or from another institution in accordance with its Transfer of Credit policy. Other conditions for acceptance may be stipulated for applicants in some instances. Students that are conditionally admitted into the program will be informed of the conditions to be met for full admission status and the deadlines for meeting each condition.

**Program chair:** Deborah Sementa, EdD, MBA, CRCM

• [deborah.sementa@cambridgecollege.edu](mailto:deborah.sementa@cambridgecollege.edu)

Continued





Continued

# Master of Science in Finance (MSF)

## MSF Prerequisites ..... 6 credits

These prerequisite courses may be waived based on undergraduate coursework. A grade of C (2.0) must be obtained in each prerequisite course.

- GFI 305W Corporate Finance
- GMA 305W Statistics

## Core Curriculum ..... 18 credits

Due to the mathematical complexity found in the courses of the MSF Program, MBA 502 and MSF 500 serve as foundation courses. Students are required to take these either their first or second courses in the Program. A grade of B (3.0) must be obtained in all courses.

- MBA 501W Strategic Leadership & Management
- MBA 502W Applied Quantitative Methods for Business
- MSF 500W Financial Markets
- MSF 505W Managerial Finance
- MSF 510W Investment Management
- MSF 545W Financial Modeling

## If not selecting a concentration.....9 credits

Choose three:

- ACC 520W Forensic Data Analysis
- MSF 540W International Finance
- MSF 547W Global Currency Management
- MSF 550W Financial Derivatives
- MSF 557W Financial Trading and Management
- MSF 560W Trading Psychology
- MSF 570W Financial Ethics and Compliance
- MSF 580W Insurance and Risk Management
- MBE 515W Enterprise Risk Management
- RMI 560W Insurance Company Operations, Qualifications and Underwriting

## Concentrations..... 9 credits

### Ethics & Corporate Social Responsibility

Choose three:

- MBE 501W Regulations and Regulators - *required*
- MBE 510W Governance, Ethics & Compliance
- MBE 515W Enterprise Risk Management
- MBE 580W Strategy Missions & Governance
- MBA 530W Legal and Ethical Dimensions of Strategic Management
- MBE 581W Corporate Stakeholders Relations & Communications
- MBE 582W Measuring & Monitoring ESG Performance

### Global Finance Trading

Choose three:

- MSF 540W International Finance
- MSF 547W Global Currency Management
- MSF 550W Financial Derivatives
- MSF 557W Financial Trading and Management
- MSF 560W Trading Psychology

### Leadership

Choose three:

- HRM 501W Strategic Human Resource Management
- MBA 541W International Business & Global Strategy
- MBA 530W Legal and Ethical Dimensions of Strategic Management
- MBE 581W Corporate Stakeholder Relations & Communications
- MSF 540W International Finance
- MSF 557W Financial Trading and Management
- MSF 560W Trading Psychology

## MSF Capstone ..... 3 credits

- MSF 600W Finance Capstone

(All courses @ 3 credits except as noted.)



Master of Science\*

# Master of Science in Healthcare Management (MHM)

• CIP 510701 • 30 credits

## Program Description

Today's healthcare system has undergone tremendous change with the implementation of new legislation and policy on the state and national level that has created tremendous implications for healthcare organizations, as well as individual healthcare professionals. The Master of Science in Healthcare Management (MHM) curriculum was created at the nexus between policy implementation and business management – designed to provide participants with the knowledge, skills, and abilities needed to evaluate the implications of policy on organizational structure, finance, and strategy.

The MHM program is designed for individuals who are interested in advancing to healthcare management positions in critical business disciplines within organizations, as well as students who are interested in exploring entrepreneurial opportunities within healthcare. Graduates will be prepared to seek careers in the for-profit and nonprofit healthcare industries across sectors such as healthcare delivery, pharmaceutical, biotechnology, medical devices, healthcare delivery services, and insurance.

## Program Outcomes

After completing this program, the student will be able to:

- Understand the unique policy, regulatory, and legal issues facing U.S. healthcare industry participants and address these complexities in planning and decision making.
- Analyze financial statements and statistical data to understand the financial health of the organization, opportunities for growth, or cost containment and use this detailed and high-level data to inform decision making, plan, and manage risk.
- Construct and apply analytical and performance improvement tools including information technology, that help healthcare executives and managers solve complex operations problems and make efficient and effective healthcare operations decisions.
- Compose effective strategies in the management of contemporary healthcare operations issues such as process improvement, patient flow, and quality improvement.
- Design interprofessional teams to create a strategic planning process to address quality improvement initiatives in a healthcare setting.

## Instructional Delivery

The MHM is an online program. Courses are five weeks in length, and there are eight sessions each year. The MHM can be completed in approximately 16 months. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester.

## Prerequisites

Students are conditionally accepted into the MHM program until GMA 305, Statistics is completed. Students may transfer in the equivalent of this course in accordance with its Transfer of Credit policy or enroll in this course prior to full acceptance into the MHM at CCG. Students may also test out of the required prerequisite courses by successfully completing a CLEP examination if one is available in the subject area. Other conditions for acceptance may be stipulated for applicants in some instances. Students that are conditionally admitted into the program will be informed of the conditions to be met for full admission status and the deadlines for meeting each condition.

## MHM Prerequisite ..... 3 credits

These prerequisite courses may be waived based on undergraduate coursework. A grade of B (3.0) must be obtained in each prerequisite course.

GMA 305W Statistics

## Core Curriculum ..... 21 credits

- MBA 501W Strategic Leadership & Management
- MBA 502W Applied Quantitative Methods for Business
- MHM 501W Evolving Healthcare Systems
- MHM 505W Healthcare Law & Policy
- MHM 525W Healthcare Finance & Reimbursement
- MHM 550W Healthcare Operations Management & Quality Assurance
- MHM 570W Long-Term Care in Organizations

## Elective Courses ..... 6 credits

Choose two:

- MHM 510W Healthcare Information Systems
- HRM 501W Strategic Human Resources Management
- MBA 505W Managerial Accounting
- MBE 501W Regulations & Regulators
- MBE 515W Enterprise Risk Management

## MHM Capstone ..... 3 credits

MHM 600W Capstone: Strategic Planning in Healthcare

(All courses @ 3 credits except as noted.)

\*Prior to the acquisition of NEIB, this program was titled Master of Healthcare Management.

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Master of Science\*

# Master of Science in Human Resources Management (MHRM)

• CIP 521099 • 30 credits

## Program Description

This business-based and practitioner-oriented program is designed to provide participants with the knowledge, skills, and abilities needed to lead the human resources management (HRM) function in a wide variety of industries. By offering a thorough education in core HRM disciplines with a focus on HRM as a strategic business partner, it is intended to enhance existing HRM proficiencies and provide students with the ability to develop corporate-level HRM strategies.

Program content maps to the Society for Human Resources Management (SHRM)® HRM competency model, which is universally recognized as the highest professional standard for the practice of human resources. Participants completing this program will have the added benefits of being better prepared for the HR-generalist certification exams (SHRM-SCP/SHRM-CP and SPHR/PHR).

## Program Outcomes

Successful completion of this program is designed to prepare the student to:

- Analyze contemporary business problems and from an HR perspective, apply theoretical perspectives to develop economically efficient solutions.
- Identify appropriate metrics and evaluation methods to conduct meaningful quantitative and qualitative analyses to interpret, analyze, evaluate, and report data.
- Integrate theoretical perspectives and research findings to develop and defend a compelling strategic HR plan.
- Evaluate HRM practices from the perspective of a change agent, business partner, and executive-level manager.
- Partner with business units to create and implement HRM strategies that lead to competitive advantages and organizational effectiveness.
- Evaluate the HR implications of corporate-level and business-unit-level strategy formulation and implementation.
- Demonstrate competencies in functional aspects of HRM operations.
- Examine and apply the sophisticated HRM management tools necessary for businesses to survive in the Knowledge Age.
- Lead virtual teams consisting of diverse groups in changing work environments.

## Instructional Delivery

The MHRM is an online program. Courses are five weeks in length, and there are eight sessions each year. The MHRM can be completed in 16 months of continuous enrollment. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester

### Program chair:

Michael E. Marrapodi, Ed.D.

- michael.marrapodi@cambridgecollege.edu

## Prerequisites

Students entering the program with an undergraduate degree in a non-business-related field or insufficient course work in business are conditionally accepted into the MHRM program until an undergraduate or graduate course in Principles of Management is completed. Students with insufficient work experience, at the discretion of the Program Chair, will be required to take GSP 499W Graduate Studies Practicum as a prerequisite. Students may transfer in the equivalent of these courses in accordance with CCG's Transfer of Credit policy or enroll in these courses prior to full acceptance into the MHRM at CCG. Students may also test out of the required prerequisite courses by successfully completing a CLEP examination if one is available in the subject area. Other conditions for acceptance may be stipulated for applicants in some instances. Students that are conditionally admitted into the program will be informed of the conditions to be met for full admission status and the deadlines for meeting each condition.

## MHRM Prerequisites ..... 3 credits

These prerequisite courses may be waived based on undergraduate coursework. A grade of B (3.0) must be obtained in each course.  
GMG 201W Principles of Management

## Core Curriculum ..... 21 credits

- MBA 501W Strategic Leadership and Management
- HRM 501W Strategic Human Resources Management
- HRM 520W Recruitment & Selection for Organizational Excellence
- HRM 530W Total Rewards Approach to Compensation and Benefits
- HRM 540W Talent Management & Development
- HRM 550W Employee & Labor Relations
- HRM 560W Human Resources Metrics & Measurement

## Elective Courses ..... 6 credits

Choose two:

- HRM 510W Organizational Change & Stewardship
- HRM 570W Global Human Resources Management
- MBA 505W Managerial Accounting
- MBA 530W Legal & Ethical Dimensions of Strategic Management

## MHRM Capstone ..... 3 credits

- HRM 600W HRM Capstone

(All courses @ 3 credits except as noted.)

\*Prior to the acquisition of NEIB, this program was titled Master of Human Resources Management.

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Master of Science

# Master of Science in Quality Systems & Improvement Management (MSQSIM)

• CIP 520201 • 30 credits

## Program Description

The MSQSIM teaches theory that is germane to the discipline while also emphasizing the direct application of what students learn. The MSQSIM program emphasizes performance-based education where students acquire the critical knowledge and skills to analyze business practices; create comprehensive plans focused on tangible return on investment, and measure the effectiveness and efficiency of these plans. Since the vast majority of MSQSIM students are working in their field, they are then able to apply what they learn to their workplaces, both immediately and over the lifespan of their careers in ways highly akin to other CCG academic programs.

The skills taught in the MSQSIM program can be applied to improve the efficiency and effectiveness of the operation in a range of organizations and industries, including but not limited to healthcare, finance, manufacturing, military, and government. The MSQSIM provides strong, metrics- and outcomes-based education for advancing professionals that resonates well with careers in government and the military as well as a wide range of business fields.

Students will have the opportunity to choose one of two options in their final Capstone course. The first option is for students to choose a real-world Lean Six Sigma project with approval from their workplace. A second option is for students to choose an exam preparation track for those that wish to achieve certification for a Six Sigma Black Belt (CSSBB) or a Lean Six Sigma Black Belt certification (CLSSBB). The project and exam tracks are based on the American Society of Quality's (ASQ) Six Sigma Body of Knowledge.

## Program Outcomes

After completing this program, the student will be able to:

- Analyze customers' wants and needs within the identified environment and translate those into the customer's requirements.
- Design and implement a data collection plan.
- Analyze the performance of specific processes to include: creating appropriate metrics and collecting data.
- Select and apply the appropriate quality and project management tools and concepts in managing process improvement.
- Analyze the performance of a specific process in order to meet customer and business requirements.
- Identify, evaluate and implement solutions for process improvement.
- Analyze how the internal and external environment impact process improvement.
- Assess how organizational systems impact process improvement.
- Determine practices conducive to sustaining continuous process improvement.
- Identify new opportunities to leverage new systems and technologies.

## Instructional Delivery

The MSQSIM program is an online program. Courses are five weeks in length and there are eight sessions each year. The program is designed for students to take one course per five-week session, which is equivalent to three courses in a traditional 15-week semester. The program can be completed in 16 months of continuous enrollment.

## Core Curriculum ..... 21 credits

- MBA 501W Strategic Leadership & Management
- MBA 535W Operations Management & Supply Chain Management
- MBA 530W Legal & Ethical Dimensions of Strategic Management
- PJM 505W Project Management I
- QSM 525W Quality Systems & Strategic Planning
- QSM 545W Supply Chain Management
- QSM 565W Performance Based Management & Benchmarking

## Elective Courses ..... 6 credits

Choose two:

- MBA 505W Managerial Accounting
- MBA 515W Technology & Analytics for Managers: A Strategic Approach
- MBE515W Enterprise Risk Management
- PJM 510W Advanced Project Management
- QSM 543W Business Process Analysis
- QSM 572W Financial Systems & Lean Accounting

## MSQSIM Capstone ..... 3 credits

- QSM 600W Business Project Capstone  
(this course is ten weeks in length)

Program chair: Jay Beirne, MSQSM

- john.beirne@cambridgecollege.edu

(All courses @ 3 credits except as noted.)



Certificate of Achievement\*

# Compliance & Ethics

• 9 credits

## Program Description

Highly effective corporations pursue a vision of balance of competition and success. Today's firms are faced with constant challenges of making ethical choices in difficult times. Effective compliance and ethical practices improve performance and enhance the reputation of the firm. These organizations need skilled managers with creativity and integrity to lead them. This program is designed for individuals who are seeking to guide a firm in making the right ethical choices through enhancing skills for ethics and compliance professionals. Become an ethical leader with the support of the Compliance and Ethics certificate program.

## Compliance & Ethics Curriculum ..... 9 credits

The Graduate Certificate in Compliance & Ethics includes three graduate-level courses that focus on the efficiency and effectiveness of the development and implementation of corporate compliance and ethics.

- MBE501W Regulation and Regulators
- MBE510W Governance, Ethics, and Compliance
- MBE515W Enterprise Risk Management

Students who complete the (3) three-course certificate have the option to take 7 additional courses to obtain their Master of Science in Business Ethics and Compliance (MBEC).

Certificate of Achievement\*

# Corporate Social Responsibility

• 9 credits

## Program Description

Management and their teams need the skills and expertise necessary to achieve community impact objectives while delivering value to the company. A clear understanding of corporate social responsibility provides one with enhanced strategic tools for sustainability, philanthropy, and ethics. These strategic tools will help guide an organization in achieving its responsibilities, including corporate citizenship, community involvement and relations, and in being a good corporate citizen. This program is designed for individuals who are seeking to improve the effectiveness of a company's corporate social responsibilities and sustainability. Students will learn how to engage effectively with stakeholders that will improve the reputation of the firm.

## Corporate Social Responsibility Curriculum .. 9 credits

The Graduate Certificate in Corporate Social Responsibility includes three graduate-level courses that focus on the efficiency and effectiveness of the development and implementation of strategic initiatives in an organization's sustainability and stakeholder involvement.

- MBE510W Governance, Ethics, and Compliance

### Choose two:

- MBE580W Strategy, Missions, and Governance
- MBE581W Corporate Stakeholder Relations and Communications
- MBE582W Measuring and Monitoring ESG Performance

Students who complete the (3) three-course certificate have the option to take 7 additional courses to obtain their Master of Science in Business Ethics and Compliance (MBEC).

Certificate of Achievement\*

# Supply Chain Management

• 9 credits

## Program Description

From small businesses to large corporations, even minor ripples in the supply chain can have far-reaching effects. This means increased efficiency, even at a small scale, can create exponential benefits down the line. This program is designed for individuals who are seeking to improve the effectiveness of the supply chain within their organization. Managers of essential product distribution, logistics, and services will gain a better understanding of the supply process and how to manage it more efficiently.

## Supply Chain Management Curriculum ..... 9 credits

The Graduate Certificate in Supply Chain Management includes three graduate-level courses which focus on the efficiency and effectiveness of the supply chain process. Special consideration is given to the productivity and performance management of people, systems and technology in the supply chain.

- QSM525W Quality Systems and Strategic Planning
- QSM545W Supply Chain Management
- QSM543W Business Process Analysis

Students who complete the 3-course certificate have the option to take 7 additional courses to obtain their Masters in Quality Systems and Improvement Management or 9 courses to receive their MBA with a Quality Systems Concentration.

\*Formerly called Graduate Certificates, Certificates of Achievement are not eligible for financial aid.

(All courses @ 3 credits except as noted.)



# Doctor of Business Administration in Quality Systems & Improvement Management (DBAQSIM)

• CIP 520201 • 60 credits

## Program Description

Cambridge College Global offers a Doctor of Business Administration in Quality Systems Management (DBAQSIM) program. The DBAQSIM program applies theory to practice and equips students with advanced knowledge to solve business problems using theory and evidence-based data. DBAQSIM students are scholar-practitioners who will be prepared to qualify for top-level executive positions in a wide variety of industries where operational performance and efficiency are paramount. Students acquire critical skill sets related to operational efficacy, quality assurance, sound resource allocation, and cost-control. Students will also be guided on how to participate with professional organizations germane to the quality systems management field.

This program provides comprehensive instruction (theory and application) in research, business administration and quality systems management. The curriculum includes core business courses that allow students to learn and explore the latest business research, theories, and trends as well as courses more focused on the domain of quality systems management. Students synthesize what they learn in their coursework by conducting independent, unique and relevant research. The Doctoral Dissertation requires students to conduct rigorous original, applied research that must generate tangible results and add to the body of knowledge.

DBAQSIM graduates will acquire in-depth knowledge, skills, and abilities enabling them to serve as experts in their field at senior levels within organizations. Students work independently to complete assignments, conduct research, and accomplish other required academic tasks. Students learn skills to conduct real-world quantitative and qualitative research in courses that prepare them to write their final dissertation.

The DBAQSIM program is designed for students to complete in approximately 2 ½ to 4 years. Students who require more than 7 years to complete the program must get approval from Academic Affairs.

## Program Outcomes

Upon successful completion of the program graduates will possess a wide variety of knowledge, skills, and abilities to serve as Quality Systems Management experts at senior levels within organizations. Coursework has been specifically designed to build the following competencies:

- Organize and lead teams to solve complex problems and improve business processes.
- Lead major organizational change initiatives.
- Think critically and conduct and synthesize scholarly research.
- Analyze, construct, and present a business case for senior-level decision making.
- Develop, collect, and track executive-level dashboard metrics.
- Identify, locate, evaluate, and effectively use information for problem solving and opportunity identification.
- Contribute to and foster global competitiveness of the organization by promoting innovation, technology, and new marketing opportunities and minimizing threats.

## Instructional Delivery

The DBAQSIM program is fully online with the exception of two 4-day in-person residencies held on the Boston campus. Residencies are held in April and are offered during the student's first and last year in the DBA program at CCG.

## Prerequisites

A Masters' degree from an accredited college with a minimum GPA of 3.0 is required for admission to the CCG DBA program. Students must provide a resume reflecting at least 8 years of work experience

## Core Curriculum ..... 33 credits

- DBA 805W Research Methodologies and Scholarly Writing
- DBA 820W Business Research and Application
- DBA 830W Organizational Leadership
- QSM 825W Quality Systems and Project Management
- DBA 835W Business Analytics and Strategic Decision Making
- DBA 840W Financial Management and Fiscal Leadership
- DBA 850W Innovation, Strategic Technologies, and Sustainability
- DBA 855W Business Operations and Supply Chain Management
- DBA 860W Communication, Collaboration and Maximizing Performance
- DBA 865W Organizational Development and Change Management
- DBA 870W Strategic Management and Globalization

## QSM Concentration Courses ..... 15 credits

- QSM 874W Lean, Six Sigma, and Organizational Assessment
- QSM 875W Ethics, Social Responsibility, and Legal Issues in Business
- QSM 878W Business and Government Quality Systems Management Research and Application
- QSM 888W Benchmarking, Reengineering, and Cost of Quality
- QSM 892W Quality System Design and International Quality Standards

## QSM Dissertation Courses ..... 12 credits

- DBA 800W DBA Colloquium I (in-person residency) - 1 credit
- DSS 930W DBA Colloquium II - 1 credit
- DSS 935W DBA Colloquium III – (final in-person residency) - 1 credit
- DSS 905W Doctoral Dissertation Project I – Prospectus/Concept Development (Chapters 1 and 2)
- DSS 910W Doctoral Dissertation Project II – Proposal Development (Chapter 3)
- DSS 920W Doctoral Dissertation Project III – Final Report/Oral Defense (Chapters 4 and 5)

**Program chair:** Joseph Miglio, Ed.D.  
• joseph.miglio@cambridgecollege.edu

(All courses @ 3 credits except as noted.)

# Graduate Course Descriptions

Cambridge College Global

## **ACC 501W Forensic Accounting - 3 credits**

This course offers a thorough examination of the current methods and legal concerns for detection and prosecution of economic crimes. The course walks through the forensic process of initial detection, indictment and finally to gaining a conviction from the accountants' standpoint. Students will study fraudulent financial reporting, misappropriation of assets, indirect methods of misappropriating income, money laundering and cash flows, evidence management, loss valuations, and providing litigation support and testimony. The course examines how prosecutors enable tax code violations, offshore banking violations, and the Rico statutes to gain conviction of fraudulent and illegal crimes. The forensic accountant is the chief tool used in this process from the standpoint of initial detection, information gathering, and supporting the case from an expert witness and subject matter expert.

## **ACC 520W Forensic Data Analysis - 3 credits**

This course covers the data collection and analysis aspect of forensic science applied to both the accounting and computer world. Most digital evidence is stored within the computer's file system but understanding how file systems work is one of the most technically challenging concepts for a digital investigator because little documentation exists. This course prepares you to understand and be able to testify about how file system analysis is performed. This course begins with an overview of investigation and computer foundations and then gives an authoritative, comprehensive, and illustrated overview of contemporary volume and file systems: crucial information for discovering hidden evidence, recovering deleted data, and validating your tools. Along the way, the course examines data structures, analyzes example disk images, provides advanced investigation scenarios, and uses today's most valuable open source file system analysis tools.

## **ACC 530W The Forensic Audit - 3 credits**

This course provides an overview of forensic accounting fraud auditing and investigative accounting techniques and tools. Fraud is no simple vice for business. Recent years have seen it grow both in size and complexity, to the point where some estimates place losses due to fraud at well over \$100 billion a year. With the increasing complexity of financial structures and the intensity of business competition, fraud has become harder to detect and more enticing to commit. Much of the responsibility for the detection of fraud has fallen to the accounting profession, forensic accountants must learn how to recognize its signs early on and how to best approach and investigate potential cases. This course focuses on the investigation, detection, documentation, and prevention of accounting frauds, stock frauds, and employee theft and embezzlement. It provides an in-depth analysis of how fraud occurs within an organization and explains the latest techniques for fighting it.

## **ACC 550W Federal Taxation for Partnerships & Corporations - 3 credits**

The primary goal of this course is to provide students with basic instruction in tax laws as currently implemented by the Internal Revenue Service and to provide a working knowledge of preparing taxes for a partnerships, "C" Corporations, "Sub chapter S"

Corporations, and limited liability companies (LLC). Tax related matters including gross income, deductions, losses, credits, tax computations, determination of basis, capital gains and losses, depreciation of business property and tax treatment of installment sales will be covered in this course. Students should have prior experience or course work in individual taxation.

## **ACC 555W Advanced Auditing Topics - 3 credits**

This course focuses on the auditing practices performed by certified public accountants. Students learn the roles of the auditors and the process for how audits are performed. Topics include fraud risk and evaluation of internal controls, audit planning, audit sampling and information technology usage, audit procedures and analytical tests, audit reporting and required communications, non-assurance services, internal audit, and corporate governance's effects on auditing.

## **ACC 560W Advanced Financial Statement Analysis - 3 credits**

The objective of this course is to sharpen the skills you will need to analyze and interpret financial statements effectively. Some of the topics we will cover in the course are earnings quality, off-balance sheet financing, inter-corporate investments and consolidations, equity carve-outs, employee stock options, derivatives, foreign currency translation, leases, pensions, and deferred taxes. We also will delve more deeply into the topics of earnings management and ratio analysis and discuss techniques commonly utilized in the valuation of common stock.

## **ACC 565W Not for Profit Accounting & Grant Writing - 3 credits**

The objective of this course is to expose accounting students to Not for Profit Accounting and the financial reporting associated with the A-133 Audit, IRS 990, and Annual reports. Students will be exposed to grant writing and the accounting of such grants.

## **ACC 590W Accounting Capstone - 3 credits**

Prerequisite: Completion of all other courses needed to meet degree requirements. This is the final course in the MACC program. Using a complex business problem, students explore "real world" accounting work.

## **HRM 501W Strategic Human Resources Management - 3 credits**

Prerequisite: MBA 501W: Strategic Leadership and Management. This course compares where human resource management (HRM) is now and where it needs to be in the future based upon needed strategic HR competencies, as outlined in the Ulrich (HRCS) model. The focus of the course is to identify the changes that HR needs within the HR field itself, to be perceived as a valued, strategic, business-savvy partner. From there, students identify ways they can partner with HR to meet business objectives. Students will complete a complex course-long project where they interview current HR practitioners and use the SHRM membership to gain insight into and create a dynamic presentation for a newly onboarded HR team that serves as the cornerstone for a signature experience that communicates the HR competencies and how they are operationalized.

### **HRM 510W Organizational Change and Stewardship - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. The purpose of this course is to enable students to develop skills needed to lead and/or facilitate complex organizational change. Students will explore the role that HRM can play as the organizational steward and change agent by evaluating the ethical and organizational culture implications of human resources management decisions. Areas of focus include stakeholder analysis, corporate social responsibility and sustainability, and ethical practices.

### **HRM 520W Recruitment & Selection for Organizational Excellence - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. This course focuses on the strategies and tools that human resources professionals use to create organizational excellence, by identifying high quality talent, creation of technological strategies to recruit high quality talent and employing valid selection measures for hiring and other staffing decisions. A large focus of the course is on creating an employment brand.

### **HRM 530W Total Rewards Approach to Compensation & Benefits - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. This course is an exploration of the process of creating a total rewards approach to compensation and benefits, from design, to communication, implementation, and operation of a total rewards program, including organizational compatibility, legal compliance and program efficacy. Topics also include compensation and benefit fundamentals, job analysis, linking pay to performance, employee motivation, and performance appraisal.

### **HRM 540W Talent Management & Development - 3 credits**

Prerequisite: MBA 501W: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. This course covers the theories and techniques to enable learning and development from strategic and operational perspectives, focusing on the development of systems that will provide the highest levels of employee development, growth within the organization. A significant emphasis is placed on the role of the L&D function in fostering employee engagement and supporting and enhancing the employment brand. Contemporary approaches to onboarding, learning, and development as part of a retention strategy, succession planning and utilization of technological systems to support these functions within human resources planning will also be examined.

### **HRM 550W Employee & Labor Relations - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. This course offers an introductory overview of employee-employer relations in unionized and non-unionized settings. The course is divided into three parts: labor relations laws and the processes of union organization and collective bargaining; employee rights in the workplace, including rights to employment-at-will, privacy, safety and security, and protection against defamation; and strategies used by non-union and union companies to improve employee engagement and commitment. Consideration will also be given to the role of human resources managers in these activities and the relevance of unions in the modern workplace.

### **HRM 560W Human Resource Metrics and Measurement - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; HRM 501: Strategic Human Resources Management. In this course, students explore the mandate that strategic HR partners be not only conversant in a full range of HR metrics, but also able to use the vast amounts of data produced to analyze and report workforce and human capital trends and patterns. Through a custom case and use of Tableau, a special emphasis is placed on gaining mastery over a wide range of measurements and metrics surrounding how workforce data can be used to better inform decision making, promote return on investment (ROI), improve performance, and impact business outcomes.

### **HRM 570W Global Human Resource Management - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; HRM 501W: Strategic Human Resources Management. Global human resources deals with all aspects of human resource management in international contexts, including US-based companies doing business internationally or non-US-based companies doing business outside their home countries. Global human resource specialists are responsible for managing talent-related issues that impact global effectiveness, including global staffing, international compensation, global training and development, global mobility services, employee relations, and immigration and employment laws. Students will explore the challenges posed by rapid globalization of business, and their impact on creating and implementing strategic HRM decisions in a global business environment. Topics are framed within the context of global markets, global security, ethical practices, managing an international workforce and diversity.

### **HRM 600W HRM Capstone - 3 credits**

Prerequisites: Completion of all MHRM courses or permission of college. This course is the culmination of the student's academic and professional experience, whereby students will integrate the course work they have completed in Global Human Resources Management, HRM Metrics, Total Rewards, Employee & Labor Relations, etc. Via an interactive simulation, students will identify and analyze specific, real-world organizational challenges; ultimately developing and executing a strategic HRM plan focusing on strategic problem resolution and effective implementation.

### **PJM 505W Project Management I - 3 credits**

This course explores both the theory and the practice necessary to successfully assess and manage projects. Students will learn the terminology, processes, and key concepts that are essential to effective and efficient project management based on industry standards set by the Project Management Institute (PMI). They will explore the project's life cycle and examine important project components—such as integration management, scheduling, costing, quality, control, risk management, procurement, and stakeholder engagement. The course offers interactive lectures, exercises and case studies, based on the "Guide to the Project Management Body of Knowledge" or the "PMBOK Guide 6th edition" therefore if students choose to pursue their PMI Project Manager Professional (PMP) or a Certified (CAPM) certification, this course is designed to be a pathway to pass the exam. This course is part one of a two-part sequence: PJM 510W Project Management II is the second course in the sequence.



### **PJM 510W Project Management II - 3 credits**

This course explores both the theory and the practice necessary to successfully assess and manage projects. Students will learn the terminology, processes, and key concepts that are essential to effective and efficient project management based on industry standards set by the Project Management Institute (PMI). They will explore the project's life cycle and examine important project components—such as integration management, scheduling, costing, quality, control, risk management, procurement, and stakeholder engagement. The course offers interactive lectures, exercises and case studies, based on the “Guide to the Project Management Body of Knowledge” or the “PMBOK Guide 6th edition” therefore if students choose to pursue their PMI Project Manager Professional (PMP) or a Certified (CAPM) certification, this course is designed to be a pathway to pass the exam. This course is part two of a two-part sequence: PJM 505 Project Management I is the first course in the sequence.

### **MBA 501W Strategic Leadership and Management - 3 credits**

Prerequisite: Acceptance into a graduate program or permission of the college. Drawing mainly from the fields of Psychology, Business, and Management, this course is designed to expose students to foundational theories, conceptual frameworks, methodologies, and business strategies they will use throughout their studies. Based on the premise that leadership and management skills can be learned, students will examine various theoretical constructs as a means of becoming more aware of their own leadership styles, and apply strategic business models to improve leadership and management skills in others. Students will identify and apply strategic models to analyze business problems, formulate strategic solutions, and make sound decisions.

### **MBA 502W Applied Quantitative Methods for Business - 3 credits**

This is an applied regression analysis course in the theory and application of regression analysis of economic and other social science data. It is designed to build on the basics of introductory statistics so that students can apply advanced regression analysis techniques and demonstrate the ability to do hypothesis testing. Students develop the necessary skills to build a parsimonious model that conforms to the assumptions of classical linear regression (CLR). The course is intended to provide more of a “hands on” than theoretical approach to quantitative analysis. Students transform data to test hypotheses using different forms of regression analysis. This analysis is evaluated for attributes of a good model (parsimony, identifiability, goodness of fit, theoretical consistency, and predictive power). During a students' evaluation of model specification, they learn how to identify and address violations of (CLR). At the completion of this course, students will have the ability to perform and evaluate quantitative analysis.

### **MBA 505W Managerial Accounting - 3 credits**

The course covers concepts in managerial accounting ethics, cost-volume-profit analysis, cost behavior, methods of product costing and cost behavior, activity-based management, budget decision-making, reporting, and determining transfer prices between segments of a business organization. Traditional and modern cost analysis and management are examined through real world examples and decision cases. The new measures for relevant costs and performance reports are prepared with reporting alternatives by segment, activity-based and flexible budgeting and the balanced scorecard.

### **MBA 515W Technology & Analytics for Managers: A Strategic Approach - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; MBA 502W: Applied Quantitative Methods for Business. This course examines the role of information technology in business with an emphasis on the systems that support strategic, tactical, and operational needs of organizations. The impact of technologies on managerial decision-making and the various approaches to implementing technology solutions to effectively align IT with the rest of the business are explored. As part of this exploration, students are assigned a custom case to employ a hands-on approach to business analytics using Tableau, a contemporary data visualization tool. In doing so, students devise data-driven recommendations that are used to inform decisions that create value and enhance organizational effectiveness. Additional topics include an introduction to artificial intelligence (AI), data science, and machine learning.

### **MBA 520W Strategic Marketing Management - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; MBA 502W: Applied Quantitative Methods for Business. This course explores the role that marketing management plays in the overall strategy of an organization. Through custom cases in healthcare, transportation, financial services, NGOs, and consumer goods students learn to analyze market data to design effective, long-range marketing strategies, evaluate alternatives and create an implementation plan to guide a business through a dynamic, competitive business environment. Students explore the relationship between innovation and segmentation, positioning, and marketing mix issues as a part of strategic marketing planning by engaging in an interactive simulation. The course also discusses analytics, agile, design thinking and other contemporary trends as they apply to strategic marketing.

### **MBA 525W Managerial Economics - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; MBA 502W: Applied Quantitative Methods for Business. This course introduces the fundamental concepts of economic principles behind supply and demand, opportunity costs and market price and applies them to decisions made by businesses. The course focuses on three key topics. They include production and cost theory, market structure and pricing, and game theory and conducts microeconomic analysis, which deals with models of economic behavior of the consumer and the firm, and provides a basic understanding of firm and industry behavior that serves as a basis for business decision making.

### **MBA 530W Legal and Ethical Dimensions of Strategic Management - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; MBA502W: Applied Quantitative Methods for Business. Business activities are governed by a dynamic landscape of rules derived from state and federal constitutions, statutes, administrative regulations, and decisional case law. The role of ethics in business decisions cannot be underestimated or undervalued. This course explores the how corporate citizenship, ethical business practices, and leadership form an integral part of corporate and individual decision-making. This course will explore these rules, how laws and regulations affect business, and the primary role of business ethics. Students will complete NASBA's Ethical Leadership Certification Program as part of the coursework.

**MBA 535W Operations Management and Supply Chain Management - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; MBA 502W: Applied Quantitative Methods for Business. This course is a survey of the strategic concepts and quantitative tools used in operations and supply chain management. The objective of the course is to provide the student with insights into the issues, models, and methods used throughout operations management to improve the competitive advantage of the organization. Topics include total quality management, process improvement, project management, supply chain management and logistics, and specific quantitative tools including forecasting, critical path method, decision theory, queuing/waiting lines, and statistical process control.

**MBA 541W International Business and Global Strategy - 3 credits**

Prerequisites: MBA 501W: Strategic Leadership and Management; MBA 502W: Applied Quantitative Methods for Business. This course examines the inner workings of International Business from a strategic point of view. It includes the various challenges of operating in a global environment, including cultural, economic, operational, and legal aspects. It also reviews the concepts of global expansion, political complications, legal compliance, and ethical behavior. Students will explore the internal process of global business expansion and apply strategic paradigms to analyze, develop, and provide a comprehensive course of action.

**MBA 545W Capstone: Strategic Planning & Decision Making - 3 credits**

Prerequisite: . Completion of all other courses needed to meet degree requirements. In this course MBA students demonstrate a broad mastery of the knowledge and skills gained throughout the program. This six-week class is a combination of a traditional class and a workshop. The workshop aspect includes participation in a simulation where teams of students craft an overall strategy and select tactics to build a successful, focused organization. Throughout the simulation, participants work in teams, competing against each other and/or the computer, as they guide their companies through six years of competition in an evolving market. Students analyze performance data from the year before and make strategic decisions designed to move their company towards success which requires them to look at an important issue through various lenses. The workshop closes with shareholder debrief presentation, peer review and comprehensive examination. The class closes with a reflection paper.

**MBA 501W Regulations and Regulators - 3 credits**

This course is designed to provide a broad understanding of the philosophy, history and context of regulations and regulatory agencies within various industries, including, but not limited to financial services, healthcare, and human resources. Students will evaluate and assess the external role of the compliance process, including federal, state, and local regulatory agencies. Students will study the complex regulatory environment that has recently grown in an effort to safeguard the public's personal information and prevent abuse within various industries.

**MBE 503W Accounting & Ethics - 3 credits**

This course's aims are two-fold: first, to provide students with a basic understanding of accounting methods as they are used for financial reporting and managerial control purposes; second, to provide students with a fundamental understanding of the role that our financial accounting system plays as a motivator and driver of managerial behavior. This course is suitable for both those experienced and unexperienced in accounting.

**MBE 510W Governance, Ethics, and Compliance - 3 credits**

This course aims are to provide students with a basic understanding of corporate governance as a term and as a practice involving relations between a firm's executive leadership, its governing board, and its stakeholders including shareholders and others who have an interest in the oversight of the entity. The course explores various governance models practiced in the U.S. including both for-profit and non-profit and looks at the role and responsibilities of each of the parties in these relationships both as set down in the legal code and as suggested by current best practice. The role of various board committees will also be discussed along with their relationships with the regulatory agencies such as the SEC. A fundamental part of the course is a discussion of the 'purpose of a corporation' and of the various perspectives held by prominent thought leaders in the U.S. on this subject. The course will also look at changes made in board practices following the Sarbanes Oxley legislation in 2002 and at recent trends in corporate governance.

**MBE 515W Enterprise Risk Management - 3 credits**

The purpose of this course is to understand the broad overview and perspective of risk management and both its theoretical and practical applications to corporate compliance issues, policies, and procedures. The course seeks to put Governance, Risk Management, and Compliance in context by providing an introduction and foundation to risk management.

**MBE 525W Fraud Examination and Techniques - 3 credits**

This course introduces the basic fundamentals behind fraud and its impact on the business world. It aids in gaining an understanding of the significance of fraud in the modern accounting world. This course prepares you to identify, detect, investigate, and prevent financial fraud. It outlines the nature of fraud and the different types of fraud, to include unique e-business fraud that is now possible in today's technological world. This course also touches on cutting edge elements of data analysis in fraud detection as well as the investigation and concealment of information. It will explore consumer fraud activities, as well as tax fraud strategies and methods. A specific focus will be on the financial statement fraud standards to include SAS 99 and Sarbanes Oxley impacts.

**MBE 540W Corporations and Compliance: Case Studies - 3 credits**

Prerequisites: MBE 501W. The purpose of this course is to identify and assess both how corporations "went wrong" and what corporations consistently "do right" in business ethics and corporate compliance. Students will identify specific areas of regulatory and non-compliance based on actual case studies. They will also examine specific corporate policies and procedures which have been successful in creating a positive and productive corporate compliance culture. Each week, two of the case studies or articles in the reading sections will be tied to a discussion board question. This gives students an opportunity to discuss each reading topic with the professor and classmates.

**MBE 550W Conducting Internal Investigations- 3 credits**

Most executives and HR professionals will have to conduct at least one formal investigation during their careers. Many will have to do so on numerous occasions for reasons such as theft, drug use or possession, discrimination, threats, assaults, or sexual harassment. This course is a guide to conducting thorough and lawful internal investigations. Investigative legal ramifications, principles, and techniques will be examined.

**MBE 560W The Culture of Ethics - 3 credits**

This course aims to provide student with a basic understanding of ethical theory and ethical decision-making. It begins with an introduction to several concepts in ethical philosophy. The psychological aspects of ethical decision-making are then introduced, along with ethical and social dilemmas. Concepts covered include ethical perspectives such as objectivism vs. realism and consequentialist theories such as utilitarianism. Students will look at how ethical reasoning can be impacted by individual psychologies such as unconscious bias, perceptions of fairness, future discounting, and in-group favoritism. The course will also allow students to explore ethical and social dilemmas such as 'tragedy of the commons' and the 'prisoner's dilemma'. Students will also be presented with practical examples of how these ethical principles and social dilemmas impact the business environment and business decision-making. The course ends with an exploration of the application of ethical principles to the business world and to the ethical cultures that prevail in many of our business institutions.

**MBE 565W International Business Ethics and Compliance - 3 credits**

Prerequisites: MBE 501W- Regulations and Regulators & MBE 510W - Governance, Ethics, and Compliance. Different legal, political, and business models have grown up in different parts of the world. Companies wishing to successfully operate outside of their own national boards and systems are finding themselves increasingly required to adapt to both international and foreign national standards of law, business practices, and ethics and conform their original business model to international and foreign national regulatory bodies. This course is designed to prepare students to understand practical ethical and compliance problems and phenomena which arise out of specific functional areas of companies or in relation to recognized business professions such as accounting, human resources, sales and marketing, production and intellectual property in a multinational corporation.

**MBE 580W Strategy, Missions & Governance - 3 credits**

This course explores the relationship between firm strategy and external environmental factors such as societal norms, governance frameworks, consumer expectations, and supra-national guidelines. Specifically, the course introduces students to the concept of 'corporate social responsibility' (hereafter CSR) along with firm strategies, governance mechanisms, and implementation approaches that explicitly integrate CSR concerns. Labeled as 'win-win' strategies, these approaches treat the externalities of economic activity, such as environmental damage or social displacement, not as costs to the firm, but as opportunities for cooperation and development. They also represent examples of how corporations can contribute to addressing some of the world's more pressing problems through partnership and innovation.

**MBE 581W Corporate Stakeholder Relations & Communication - 3 credits**

Prerequisites: MBE 510W. Approached from a corporate communications perspective, students are provided with techniques for successfully managing and communicating with firms' stakeholders. The course looks at the range of communication outlets that require attention in various firm-stakeholder contexts, including negotiations, crisis management, stakeholder protest, etc. Students also explore potential areas of misunderstanding and conflicting priorities that underlie contentious firm-stakeholder relations and study examples of companies that have turned around situations that risked the reputation and legitimacy of the firm.

**MBE 582W Measuring and Monitoring ESG Performance - 3 credits**

Increasingly firms are being asked to account and report on their performance in the social, environmental and governance realms. To be more than simply anecdotal accounts, firms are developing approaches to measure and monitor their performance. This course looks at the recent history of non-financial reporting, explains the nature of investor and stakeholder expectations for ESG reporting systems and at the various systems now in use including the GRI, the ISO standards, as well as voluntary agreements such as the UN Compact for corporations or the PRI for the investment community.

**MBE 600W Capstone: Ethics and Compliance - 3 credits**

Prerequisites: Completion of all other courses needed to meet degree requirements. The purpose of this course is to allow students to cement their learning through the completion of a comprehensive project. Students will engage in individual or group projects as a means of learning how to implement the concepts covered in their degree work. Assignments are designed to turn theory into practical application and the final project will be tailored to the career area the student is pursuing. The Capstone extends over two Sessions for a total of eleven weeks. An exception is made to CCG's usual policy concerning simultaneous enrollments. During the first session of this two-session course; students may enroll in another course while simultaneously being enrolled in the Capstone course. During the second session of this two-session course, students must be enrolled only in the Capstone course.

**MSF 500W Financial Markets - 3 Credits**

Prerequisites: Acceptance into the MBA or MSF program or permission of the college. This course explores the features and functions of the key financial markets along with the institutions that serve the markets. Specifically, this overview compares and contrasts the equities, debt, money, and mutual fund markets. It analyzes the individual markets, as well as the interaction among them. The course also focuses on the Federal Reserve System: its integration with the investment market industry and how it affects economic conditions.

**MSF 505W Managerial Finance-3 Credits**

Prerequisites: MSF 500W: Financial Markets; MBA 502W: Applied Quantitative Methods for Business. This is the first or second course that MSF students take in the graduate program. This course deals with managing business funds and planning their use to accomplish organizational objectives. The primary objective of this course is to introduce the fundamental skills required to manage the financial aspects of a business as well as create and maintain organizational value. The main topics include: time value of money; financial statement analysis; valuation concepts; Weighted Average Cost of Capital (WACC); capital budgeting techniques; uncertainty & trade-off between risk and return; and the Security Market Line (SML). Basic working knowledge of a financial calculator and/or Microsoft Excel is necessary to successfully complete the course.

**MSF 510W Investment Management - 3 Credits**

Prerequisites: MSF 500W: Financial Markets; MBA 502W: Applied Quantitative Methods for Business. This course provides in-depth analysis of the securities industry. It will describe and compare the different types and features of advanced securities such as mortgage backed, asset backed, and derivatives. The course introduces a securities market model describing the various participants such as banks, brokers, insurance companies, and investment advisors. Within this model, business and system requirements for investment management and trading, custody, and securities processing, and securities accounting are described in detail.

### **MSF 540W International Finance - 3 Credits**

Prerequisites: MSF 500W: Financial Markets; MBA 502W: Applied Quantitative Methods for Business. International Finance will introduce students to global financial markets and operations of multinational firms. Topics to be discussed will include foreign exchange markets, international financial markets, international banking, international trade tariff and quotas, Euromarkets, and investment decisions in the global marketplace.

### **MSF 545W Financial Modeling - 3 Credits**

Prerequisites: MSF 500W: Financial Markets; MBA 502W: Applied Quantitative Methods for Business. Purpose: In this course, students will develop and build comprehensive financial models relative to various corporate finance and investment scenarios. Through active learning, students will build models relative to amortization, the time value of money, financial derivatives, and option pricing. Students must have a mid-level working knowledge of Microsoft Excel prior to entering the course. Basic knowledge of Microsoft Visual Basic for Applications (VBA) is also helpful. This course serves as a compliment to Managerial Finance and Financial Derivatives.

### **MSF 547W Global Currency Management - 3 Credits**

Prerequisites: MSF 500W: Financial Markets; MBA 502W: Applied Quantitative Methods for Business. This course provides students with a comprehensive understanding of how foreign exchange (Forex) currencies are traded in both professional and retail markets and what causes currency values to rise and fall. The course examines the major players within the Forex market – banks, brokers, fund managers, hedge funds and retail traders – and explores the dynamics between these participants. It also investigates techniques to evaluate and trade FX for risk mitigation or speculation, exploring the use of futures, forwards, swaps and options to achieve these aims. Major macroeconomic data releases, political and central bank speeches are investigated, and their effects on Forex markets are analyzed, often in real-time. This course also introduces and examines fundamental and technical analysis techniques to forecast potential future exchange rate moves. As part of the course, students will be provided with a \$50,000 demo trading account to enable them to apply learned knowledge to real-time Forex markets.

### **MSF 550W Financial Derivatives - 3 Credits**

Prerequisites: MSF 500W: Financial Markets; MBA 502W: Applied Quantitative Methods for Business. The course is designed to foster an understanding of derivatives, primarily forwards, futures options, swaps, collateralized debt obligations, and credit default swaps. This is achieved through an introduction to the basic techniques of pricing and trading. The course also focuses on the usage of these instruments for speculation and risk management.

### **MSF 557W Financial Trading and Management - 3 Credits**

Prerequisites: MSF 500W: Financial Markets; MBA 502W: Applied Quantitative Methods for Business. This course is designed to develop and expand the techniques introduced in MSF 547W to investigate additional asset classes and more advanced analysis techniques. Additional technical analysis indicators will be introduced, enabling students to evaluate price momentum and trend strength in more detail, as well as additional asset classes such as commodities and stock indices. Putting together this new-found knowledge, students will continue to trade their \$50,000 demo trading account as they develop their trading strategies. Additional options strategies will be introduced to identify more advanced methods of speculation and hedging of risk exposure. Students will be required to monitor and record their trading activity and use this information to critically evaluate their own trading performance.

### **MSF 560W Trading Psychology & Risk Management - 3 credits**

Prerequisites: MSF 547W: Global Currency Management; MSF 557W: Financial Trading and Management. All human beings are hard-wired to behave in a certain way, given certain stimuli and situations. However, traders and investors need to adapt their behavior to become successful. This course studies a range of human emotions and the effect of crowd behavior on financial markets; what makes people think and behave as they do and how this (somewhat predictable) behavior can be used to forecast market movements and enhance trading profits. The course also examines individual psychological biases and explains how to recognize the reasons that cause traders to make predictable errors in their analysis & trading. The course examines how to identify these biases and how to avoid falling into emotional traps when trading. The course also explains how to recognize, assess and manage potential burn-out in traders, and how to help them return to profitability after a performance slump.

### **MSF 570W Financial Ethics and Compliance - 3 credits**

Prerequisites: MSF 500W: Financial Markets; MBA 502W: Applied Quantitative Methods for Business. This course examines the state of ethics in the financial industry. Students will observe how the culture of the finance industry serves as an impediment to ethical behavior and compliance with current regulations and propose solutions to finance-related ethical dilemmas. These issues will be critically analyzed relative to agency relationships, market transactions, fiduciary responsibility as well as SEC and FINRA regulation of investment activity.

### **MSF 580W Insurance and Risk Management - 3 credits**

Prerequisites: MSF 500W: Financial Markets; MBA 502W: Applied Quantitative Methods for Business. This course identifies and evaluates business and personal risk using insurance as a risk management tool. Students will study introductory and advanced topics in risk management as well as life, health, property, and liability insurance with their related legal and compliance issues.

### **MSF 600W Finance Capstone - 3 credits**

Prerequisites: Completion of All Other Courses in Program. The Finance Capstone is the final course in the MSF Program. The purpose of the course is for the student to demonstrate a broad mastery of the knowledge and skills gained throughout the program. Through a combination of theoretical and applied financial concepts and techniques, the expected outcome of the course is the production of a high-quality investment analyst report on par with those seen in the financial press. This final project should demonstrate the student's expertise in the field of finance.

### **MHM 501W Evolving Healthcare Systems - 3 credits**

This course presents an overview of the organization and structure of the U.S. health care system. The core concepts of cost, access, and quality will be explored as well as introducing how healthcare is financed and delivered. The technical, economic, political and social forces responsible for changes in the health care system will be discussed in addition to addressing the management of organizations that deliver health care services such as independent practitioners, hospital facilities, nursing homes, and multi-specialty clinics. This introductory foundation will provide students the core knowledge needed to be successful in a diverse healthcare management environment.

**MHM 505W Health Care Law and Policy - 3 credits**

Health Care Law and Policy surveys the legal environment of the health services industry from a policy perspective. The course exams case law, statutory and regulatory analysis, and trends in health services delivery law to focus on the overall legal relationships among physicians, personnel, patients, and health care institutions. Topics include access to health care, antitrust law, personnel licensure, and institutional accreditation, malpractice, professional and institutional liability, cost containment regulation, and cost controls in government programs. This course discusses the philosophical and managerial implications of ethical issues including professional codes, resource allocation, and decisions concerning impaired professionals.

**MHM 510W Healthcare Information Systems - 3 credits**

This course provides a broad overview of the evolving role of information systems within a wide range of healthcare settings, taking into account both patient and practitioner perspectives. Students critique the impact that healthcare information systems have on decision-making, reporting, managing healthcare costs, and improving patient outcomes. Legislation and regulatory requirements that affect healthcare IT, such as HIPAA, electronic health records, and healthcare policy are evaluated. Finally, innovations in health informatics are explored and their impact on current practice.

**MHM 515W Human Resources Management for Healthcare Professionals - 3 credits**

This course addresses the key issues facing the Human Resources (HR) professional within today's multifaceted healthcare organization. Throughout the course, students will compare where human resource management (HRM) for healthcare is now and where it needs to be in the future based upon needed strategic competencies and address ways in which HRM can partner with the organization to meet business objectives.

**MHM 520W Managerial Accounting for Healthcare Professionals - 3 credits**

In this course, students learn how to use decision-making tools from managerial accounting that promote the strategic goals of various healthcare organizations including hospitals, outpatient services, and insurance providers. Students identify relevant costs and cost pools as they relate to performance measures. Topics are addressed within the context of their effect on patient outcomes, financial health of the organization, and ethical considerations. Traditional concepts such as cost behavior, cost-volume-profit (CVP) analysis, and activity-based costing (ABC) are applied to health care examples and cases. As part of this application, students develop a balanced scorecard that tracks key drivers of organizational performance.

**MHM 525W Healthcare Finance and Reimbursement - 3 credits**

An understanding of healthcare finance and reimbursement is a driving force behind the ability to survive in today's healthcare environment. This course addresses key areas for professionals who are working or desire to work in this industry. The course begins with a study of the revenue cycle management process, the lifeblood of a healthcare facility. Next, reimbursement models, to include study of emerging trends and processes, are analyzed in terms of maximizing payments to entities. Long-term care facilities, along with physician practices, provide an extension to the acute care model, so professionals are introduced to current financial issues, along with emerging trends, within these organizations. The course ends with an in-depth review of current trends and technologies that are affecting healthcare finance and reimbursement, to include electronic medical records (EMRs) and the increased focus related to the identification and elimination of fraudulent financial practices within the healthcare industry.

**MHM 550W Healthcare Operations Management and Quality Assurance - 3 credits**

This course focuses on achieving excellence in healthcare operations management and the strategic implementation of programs, techniques, and tools for reducing healthcare costs, improving quality and performance, and improving patient flow, safety and satisfaction. In this course the student reviews the role of operations management in the healthcare industry by understanding the factors that affect operations performance outcomes within healthcare organizations; methods to assess, monitor, adjust, and improve clinical and administrative performance; and management techniques and tools of quantitative analysis of operations and decision support. This course covers the basics of operations management and explains how operations and process improvement relate to contemporary healthcare trends such as evidence-based medicine, lean management, Six Sigma, capacity management, supply chain, project management, staffing, scheduling, and pay-for-performance.

**MHM 570W Long-Term Care in Organizations - 3 credits**

This course examines the delivery of Long-Term Care (LTC) within various health care settings. It reviews the implications of longevity found within demographic data while analyzing the need for further governmental intervention and the allocation of funds required to effectively administer care to an aging society. This course provides an overview of long-term healthcare issues and the healthcare delivery programs designed for an aging population. Topics include the organizational arrangements for providing long-term care, the services provided in long-term care facilities, gerontology, and geriatric medicine, social and behavioral aspects of the aging, and the roles of healthcare providers working with the elderly. Upon successful completion of this course, students will be able to identify the different types of organizations, populations, and services that make up the long-term healthcare system; discuss the impact of the elderly on the healthcare system, and describe the complex needs and unique aspects of caring for elderly patients.

**MHM 600W . Capstone: Strategic Planning in Healthcare - 3 credits**

Prerequisites: Completion of All Other Courses in Program. The goal of the course is to have students demonstrate a broad mastery of the knowledge and skills gained throughout the MHM program. This class is a combination of a traditional healthcare strategic management class and a final research project. The project requires students to examine an external healthcare organization and apply healthcare strategic management techniques to support a successful organization and the provision of increased quality of care. Students will identify and analyze specific real-world organizational challenges associated with managing an organization, in light of policy mandates; ultimately developing a research project focusing on strategic problem resolution and effective implementation.

**QSM 525W Quality Systems and Strategic Planning - 3 credits**

Strategic Planning is focused on enterprise level organizational change. As change agents or leaders in bringing about meaningful change, CCG students should be familiar with the value of strategic planning brings to an organization as well as the concepts and approaches associated conducting strategic planning activities. This course will cover various organizational roles relating to strategic planning that CCG graduates may encounter in the workplace. Strategic Planning requires an understanding of systems thinking to assess an organization's current state and to develop the roadmap to its desired future state.

**QSM 543W Business Process Analysis - 3 credits**

This course is designed to enhance the understanding of business process management through a systematic approach to improve organizational performance and outcomes. The course offers an in-depth review of Business Process Management (BPM) and students will learn how to integrate BPM into today's enterprises, as well as to design, analyze and optimize Business Processes. The course will teach students to identify obstacles to faster processes, to create improvement strategies, and implement those strategies in the workplace.

**QSM 545W Supply Chain Management - 3 credits**

In today's complex world, an organization's success boils down to the efficiency and effectiveness of its supply chain. Competitive advantage relies on an organization's products and the processes that provide the right products and service to its customers. Effective supply chain management enhances productivity and performance with the strategic combination of people, systems and technology to successfully compete in the global marketplace. Organizations rely on supply chain managers to manage the most essential processes to keep their businesses moving. Synchronizing the flow of products, information, and funds is becoming increasingly complex with products that move across continents daily and deadlines that directly and indirectly affect a company's bottom line.

**QSM 565W Performance Based Management and Benchmarking - 3 credits**

This course examines performance-based management and benchmarking in the context of quality systems management. Students learn about various types of performance measures and performance measurement systems. This course will also provide an overview of the concepts of benchmarking as both a performance measure and a means of identifying opportunities for continuous process improvement. Approached from a corporate perspective, students are provided with techniques for assessing performance and conducting benchmarking.

**QSM 572W Financial Systems and Lean Accounting - 3 credits**

This course develops the senior level management skills necessary to build a business-wide system for pragmatic financial planning and sophisticated cost analyses. The course measures the students' understanding of the elements of Financial Systems and their ability to understand how to achieve tangible financial results in the workplace. The course is divided into five modules, which together comprise the elements of a strategic plan for achieving cost system management. Topics discussed are Cost Categorization, Cost Driver Analysis, Supplier Evaluation and Activity Based Costing.

**QSM 600W Business Project Capstone - 3 credits**

This 10-week Capstone course is the culmination of the MSQSIM program. The content of QSM 600W is structured around the American Society for Quality (ASQ) Six Sigma Body of Knowledge. Students can choose from either the Project track or the Certification Examination track. Project Track: In this track, students will initiate and complete a real-world Lean Six Sigma project with the approval of their workplace organization, or another organization of the student's choosing. Assessment is through project related assignments and a presentation at the end of the course. Students in this track may choose to independently sit for a Six Sigma Black Belt or Lean Six Sigma Black Belt Certification (CLSSBB) examination at a later date. The CLSSBB examination is offered by number of third-party agencies. Certification Examination Track: This track is designed for those students whose primary aim is to achieve certification as a Six Sigma Black Belt (CSSBB) or Lean Six Sigma Black Belt Certification (CLSSBB). There is no project deliverable required in this track; assessment is based solely on the weekly certification preparation examinations. The CLSSBB examination is offered by a number of third-party agencies and may be taken when the student feels they are ready to do so. Note that this institution does not require a project be submitted as part of the certification requirements, although some agencies may require this.

**RMI 530W Liability and Property Risk Management and Insurance - 3 credits**

This course provides students with an in-depth understanding and knowledge of Liability and Property Risk Management & Insurance. Students acquire an understanding of liability loss exposure and the law of negligence. The course provides a survey of auto and homeowners insurance products. Students study other property and liability insurance coverages including inland marine floaters, ISO dwelling program, government property insurance programs, business income, personal liability policy, transportation insurance, commercial general liability policy, workers compensation insurance, aircraft insurance, professional liability insurance, crime insurance, and surety bonds, and commercial crime coverage. Students learn to utilize liability and property policies as important means for risk management.

**RMI 540W Life & Health Insurance - 3 credits**

This course provides students with an in-depth understanding and knowledge about the principles on which life and health insurance are based. Students develop an understanding of the role and importance of life and health insurance in our society, and to provide an introductory overview of life and health insurance products and pricing concepts.

**RMI 560W Insurance Company Operations, Qualification, and Underwriting - 3 credits**

Students study the fundamentals of insurance companies' operations covering business development and customer acquisition, product development and distribution, underwriting, claim administration, solvency management, reinsurance, and information management. Students gain an in-depth understanding of the important strategic decisions made by executives and day to day management of the operations of an insurance company.

# Doctoral Course Descriptions

## **Foundational Courses (must be completed first):**

### **DBA 805W Research Methodologies and Scholarly Writing - 3 credits**

Prerequisite: Acceptance into the DBA program This course is designed to increase doctoral students' knowledge and skills in business through advanced research methodologies and scholarly writing. Students will enhance abilities to communicate in writing, think critically, conduct and synthesize scholarly research, write at collegiate levels; identify, locate, evaluate, effectively use information for problem solving, process improvement, and opportunity identification. After completing the course, the student should be able to identify, understand the components and requirements of scholarly research writing. In addition, the student should be able to write a draft research proposal.

### **DBA 820W Business Research and Application - 3 credits**

Prerequisite: DBA 805W Research Methodologies and Scholarly Writing This course reviews, integrates, and extends concepts and techniques from DBA 805 to build student knowledge on research design and methodologies. This course more closely examines qualitative, quantitative, and mixed methods. Training in SPSS and MAXQDA is provided. Topics include sample statistics and sampling distributions, estimation, inference, statistical techniques, and various applications including the use of t-tests for comparing means and proportions, regression and Analysis of Variance (ANOVA).

## **Core Courses:**

### **DBA 830W Organizational Leadership - 3 credits**

Prerequisite: DBA 805W Research Methodologies and Scholarly Writing; DBA 820W Business Research and Application This course provides a critical analysis of prominent theoretical lenses, frameworks, and research in leadership development and practice from a multidisciplinary perspective. Students explore the history of leadership thought, the current approaches, and the emerging trends in the field. Emphasis is also placed on the application of leadership theories and principles to personal leadership experiences.

### **DBA 835W Business Analytics and Strategic Decision Making - 3 credits**

Prerequisite: DBA 805W Research Methodologies and Scholarly Writing; DBA 820W Business Research and Application Business analytics is the application of data science, data mining, statistics, business intelligence, and machine learning as a method of gaining business insight. Business analytics focuses on using descriptive, predictive, and prescriptive methods for enhancing strategic and operational decision making. The course presents an in-depth examination of the types of problems and opportunities that business analytics presents, along with how it relates to strategy and strategic decision making. Students will analyze and evaluate the tools, methodologies, and systems used in implementing business analytics, and make recommendations for improving data and analytics practices within the context of business. This course also includes hands-on work with Excel, and an open-source data mining toolkit called Orange Data Mining.

### **DBA 840W Financial Management and Fiscal Leadership - 3 credits**

Prerequisite: DBA 805W Research Methodologies and Scholarly Writing; DBA 820W Business Research and Application. This course examines financial management principles, concepts, and applications relevant to the completion of their doctoral education to include their dissertation research. Moreover, this course is structured to provide a doctoral Learner a broad and fuller understanding of the importance of financial theory (such as financial engineering of options or derivatives, and capital structure) to the fiscal leadership of the firm. This includes fiscal management for both short term financial viability as well as long term sustainability. In addition, a review will be made of new theoretical foundations currently being researched to ensure the Learner is up to date on financial concepts relevancy and application. Furthermore, this course provides a theoretical & practical working framework for understanding key financial perspectives for qualitative, quantitative, or mixed method research studies that may be undertaken by a Learner.

### **DBA 850W Innovation, Strategic Technologies and Sustainability - 3 credits**

Prerequisite: DBA 805W Research Methodologies and Scholarly Writing; DBA 820W Business Research and Application. In this course, learners will examine the ways organizations build innovation strategies to drive long-term sustainability and adaptation through strategic technologies. Learners will examine and analyze key market drivers, disruptors, and ethical choices to optimize organizational sustainability. Attention is also paid to the processes and dynamics of implementing innovative strategies in the wake of globalization and the information revolution. The systems view of the supply chain used to examine sustainable design issues across the chain.

### **DBA 855W Business Operations and Supply Chain Management - 3 credits**

Prerequisite: DBA 805W Research Methodologies and Scholarly Writing; DBA 820W Business Research and Application. DBA 855W explores operation and supply chain management best practices and theories within the context of designing, planning, and executing sustainable systems to improve efficiencies and increase value for customers while maximizing profits business. Students will examine; total quality management, process improvement, logistics, Strategic SCM initiatives, Supply Chain Integration, Supply Chain Maturity, Supply Chain Operations Reference (SCOR<sup>®</sup>) Model, and quantitative tools (forecasting, decision theory, queuing/waiting lines, reliability, and statistical process control).

### **DBA 860W Communication, Collaboration and Maximizing Performance - 3 credits**

Prerequisite: DBA 805W Research Methodologies and Scholarly Writing; DBA 820W Business Research and Application. This course examines the process of maximizing organizational performance using team and group dynamics as a context. Students will develop an in-depth understanding of group dynamics from a systems theory perspective and apply that understanding to generate strategies that foster commitment and produce high-performing teams. Attention will be given to employing collaborative approaches that are effective with both internal and external stakeholders.

### **DBA 865W Organizational Development and Change Management - 3 credits**

Prerequisite: DBA 805W Research Methodologies and Scholarly Writing; DBA 820W Business Research and Application

This course focuses on developing the student's knowledge to help organizations thrive in today's complex, constantly changing world. Working within many different sectors, students will employ a systems view of organizational development and change to identify desired goals, respond to unexpected changes, and—through planned interventions—move from a current state to the desired state. A review of the history, development, and current status of theory, research, and practice in organizational learning, performance, and change is provided. An emphasis will be placed on making a linkage between organizational culture, agility, and organizational development.

### **DBA 870W Strategic Management and Globalization - 3 credits**

Prerequisite: DBA 805W Research Methodologies and Scholarly Writing; DBA 820W Business Research and Application. This course brings together theories from strategic management, economics, organization theory, psychology and sociology. Students study the tools, processes and strategies, tactics and activities, and tasks and actions that top managers employ in strategic decision-making within an organization in a global context. Business-level strategy, competitive strategy and theories of the firm in a modern global economy are examined. An emphasis is placed on the design and application of solutions to strategic issues in different types of firms across a variety of industries.

### **QSM 825W Quality Systems and Project Management - 3 credits**

Prerequisite: DBA 805W Research Methodologies and Scholarly Writing; DBA 820W Business Research and Application. This course explores the foundations of quality, the contemporary application of quality concepts, quality paradigms, tools for managing project quality, and quality in practice. Current best practices in quality management are examined as students create a literature review for a desired area of interest. This course also explores the core values and principles of agile project management as students create a plan to perform research and writing. Further, this course expands and drills down into one of the ten knowledge areas of project management and quality management. Attention is placed on designing quality into the project management process to result in deliverables that are more likely to satisfy all stakeholder requirements. The student will also learn how strong quality processes map to the project success criteria of on-time, within budget, within scope, broad organizational change adoption, and benefits realization.

#### **QSM Concentration Courses:**

### **QSM 874W Lean, Six Sigma and Organizational Assessment - 3 credits**

Prerequisite: Completion of all DBA core courses or permission of college. QSM 874 provides scholar-practitioners with a framework for the Baldrige Excellence Framework and Baldrige Criteria along with performance improvement using Lean and Six Sigma. Students will explore the key aspects of Organizational Assessment using the Baldrige Excellence Framework. Students will learn the Baldrige model from both the external and internal examiner perspectives. Through the application of the Baldrige Excellence Framework, students will learn how to examine all key organizational management systems. The course also encourages students to implement Six Sigma to achieve the requirements of Baldrige criteria. The course

reinforces as a process improvement foundation the Lean Six Sigma approach of understanding a current state, designing a future state, developing and executing a plan to achieve the future state, and treating this cycle as iterative. Students learn to build statistical tools on top of this foundation, so that they are able to (1) help organizations utilize the appropriate statistical tools in understanding the correlations and cause-and effect relationships existing in the current state; (2) identify root causes of problems with the current state; (3) build statistical controls into the future state; and (4) design experiments to better understand the root causes of problems with the current state.

### **QSM 875W Ethics, Social Responsibility and Legal Issues in Business - 3 credits**

Prerequisite: Completion of all DBA core courses or permission of college. This course explores the intersection of law, ethics, and social responsibility, focusing on the current ethical and legal issues that leaders in every industry confront during decision-making within an organization. A general overview of the nature of law and its relationship to ethics and business in society is provided. Application of theories and frameworks for investigating issues including corporate social responsibility, corporate moral agency, theories of values, and corporate governance is stressed.

### **QSM 878W Business and Government Quality Systems Management Research and Application - 3 credits**

Prerequisite: Completion of all DBA core courses or permission of college. This course builds student knowledge in key aspects of Quality Systems Management (QSM). Drawing from the tenets of Quality Management System Standards, and the Malcolm Baldrige Framework of Excellence, the student will gain a deeper understanding of Management Systems, Organizational Performance, and Continuous Improvement in government and business. QSM comprises a large body of knowledge that is based in core systems of management and management principles that exist in most organizations today: Leadership, Strategy & Planning, Customers, Measurement, Analysis, Knowledge Management, Workforce & Support, and Operations. Also included are numerous Tools and Methodologies to drive continuous improvement and performance excellence.

### **QSM 888W Benchmarking, Reengineering and Cost of Quality - 3 credits**

Prerequisite: Completion of all DBA core courses or permission of college. In QSM 888 students will further examine the Baldrige Criteria, Performance Excellence and benchmarking principles. Topics include process redesign, process mapping, performance benchmarking, process flow comparisons, and contemporary applications such as High Reliability Organizations (HRO) and performance outcomes. Students will also explore the application of financial business theories and assessments of cost elements of implementing systems and processes that promote the highest standards of quality. There is a focus on cost accounting and understanding the hidden cost of inefficiency, internal and external failure. Also focused are the financial implications of Lean operations, as well as assessing and calculating the cost benefit analysis resulting from process improvements and reducing costs due to substandard service, failure of products or defects.



### **QSM 892W Quality System Design and International Quality Standards - 3 credits**

Prerequisite: Completion of all DBA core courses or permission of college. This course is designed to improve students' knowledge, skills, abilities, and attitudes in quality systems design and international quality standards through advanced research and practical application. The course provides scholar-practitioners with a framework for designing quality systems in their organizations. The course reinforces as a quality systems design foundation the international quality standard ISO 9001:2015. Students learn to design quality systems in their organizations or another organization where they can volunteer during the course. Sector-specific quality standards will be reviewed including IATF 16949:2016 (For the automotive industry), AS 9100D:2016 (For aviation, space, and defense industries), and TL 9000:2016 (For the telecommunications industry).

#### **Dissertation Courses:**

### **DSS 905W Doctoral Dissertation Project I – Prospectus/Concept Development (Chapters 1 and 2) - 3 credits**

Prerequisite: DBA 805W, DBA 820W, QSM 825W and 2 core DBA courses. Students enrolled in 905 are expected to complete 3 of the 9 dissertation milestones at CCG. Each of these milestones are carefully constructed with supporting online materials that will aid them in their research and writing of the required dissertation. In this first course, students will write a Preliminary Proposal paper, find an appropriate dissertation Chairperson, and write a draft of chapters one and two of their dissertation. Upon completion of the three milestones, students are automatically enrolled in DSS 910. COURSE MILESTONES: Preliminary Proposal Paper, Chapter One (draft), and Chapter Two (draft) .

### **DSS950W Doctoral Dissertation I Continuation Course**

DSS950W is a continuation course which is only required if students do not complete and meet the milestones of DSS905W.

### **DSS 910W Doctoral Dissertation Project II – Proposal Development (Chapter 3) - 3 credits**

Prerequisite: DSS 905W Doctoral Dissertation Project. DSS 910 is a continuation of DSS 905. Students are expected to continue working on their dissertation with the chosen Dissertation Chairperson. In 910, students will complete dissertation milestones 4,5 and 6. They will write a draft of Chapter 3 of their dissertation, defend their proposed research, submit their IRB application and data collection. Upon completion of the three milestones, students are automatically enrolled in DSS 920. COURSE MILESTONES: Chapter 3 (draft), Oral Proposal Defense, IRB application approval, and Data Collection.

### **DSS951W Doctoral Dissertation II Continuation Course**

DSS951W is a continuation course which is only required if students do not complete and meet the milestones of DSS910W

### **DSS 920W Doctoral Dissertation Project III – Final Report/Oral Defense (Chapters 4 and 5) - 3 credits**

Prerequisite: DSS 910W Doctoral Dissertation Project. DSS 920 is a continuation of DSS 910. Students are expected to continue working on their dissertation with the chosen Dissertation Chairperson. In 920, students will complete dissertation milestones 7, 8 and 9. They will write chapters 4 and 5 of their dissertation, conduct a final defense and finalize their dissertation for submission to the ProQuest Database and the CCG eLibrary. Upon completion of these final three milestones, students will complete the requirements for the dissertation. COURSE MILESTONES: Chapter 4 (draft), Chapter 5 (draft), Final defense and Submit dissertation to the ProQuest Database and the CCG eLibrary.

### **DSS952W Doctoral Dissertation III Continuation Course**

DSS952W is a continuation course which is only required if students do not complete and meet the milestones of DSS920W

#### **Required Colloquiums**

### **DBA 800W DBA Colloquium I - 1 credit**

The DBA 800 Colloquium I course is offered in late March/early April at CCG's campus in Boston, Massachusetts. DBA 800 is one of two required residencies for DBA students. Students must attend the DBA 800 course during their first year at CCG and attend DBA 935 during their final year at CCG. This course is an opportunity for students to connect and collaborate with CCG's faculty, other CCG DBA students, and Doctoral Candidates. During this four-day residency, DBA 800 students will learn the tenets of research and learn strategies for success in the Doctorate in Business Administration at CCG. Students will be paired with last year students who will provide guidance and mentorship throughout their time at CCG.

### **DSS 930W DBA Colloquium II - 1 credit**

Prerequisite: DBA 800W DBA Colloquium I. The DSS 930 Colloquium II course is an opportunity for students to work with a faculty member to prepare a journal article for publication. Students may enroll in this online course at any time during the DBA program. The online course materials are designed to provide students with the opportunity to work with a faculty member to research and write a journal publication. It does not need to be on the same topic as the student's dissertation. It could be a precursor to a dissertation topic or a result of the student's dissertation research. This course helps students write a journal article and select a journal to submit their publication. The student's article is not required to be published.

### **DSS 935W DBA Colloquium III - 1 credit**

Prerequisite: DSS 930W DBA Colloquium II. The DSS 935 Colloquium III course is offered in April at CCG's campus in Boston, Massachusetts. During this four-day residency, DSS 935 students will attend (and present) their research at the American Society for Quality (BOSCON). DSS 935 is the second of two required residencies for DBA students. DSS 935 students will be encouraged to provide mentorship to the first year DBA students to help them navigate the path toward completion at CCG.

\*Students in the Doctoral program must complete all Dissertation Milestones within 7 years from the start of their doctoral studies.