

# MANAGEMENT AND BUSINESS STUDIES

The Management and Business Studies Department is an integrated unit offering graduate and undergraduate programs in a variety of formats. In addition to the MBA degrees in Rural Healthcare and Leadership and Change, the department offers undergraduate degrees in Business Management, Marketing, Organizational Leadership, Accounting, and Finance. Opportunities for students to earn minors in these disciplines as well as Economics and Human Resource Management are also available.

## Programs

The Business Management Department offers these programs:

- Accounting, B.A. (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/accounting-ba/>)
- Business Management, B.A. (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/business-management-ba/>)
- Marketing, B.A. (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/marketing-ba/>)
- Organizational Leadership, B.A. (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/organizational-leadership-ba/>)
- Finance, B.S. (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/finance-bs/>)
- Leadership and Change, M.B.A. (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/leadership-change-mba/>)
- Healthcare Administration, M.H.A. (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/healthcare-administration-mha/>)
- Accounting Minor (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/accounting-minor/>)
- Aerospace Minor (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/aerospace-minor/>)
- Business Management Minor (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/business-management-minor/>)
- Economics, Applied Minor (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/economics-applied-minor/>)
- Finance Minor (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/finance-minor/>)
- Human Resource Management Minor (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/human-resource-management-minor/>)
- Marketing Minor (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/marketing-minor/>)

- Organizational Leadership Minor (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/organizational-leadership-minor/>)
- Change Leadership Graduate Certificate (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/leadership-change-certificate/>)
- Healthcare Administration Graduate Certificate (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/healthcare-administration-certificate/>)
- Healthcare Executive Leadership Graduate Certificate (<http://catalog.css.edu/programs-az/stender-business-leadership-professional-studies/management-business-studies/healthcare-executive-leadership-certificate/>)

## Contact Information

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## Management and Business Studies Courses

### Accounting Courses

#### ACC 2210 - Principles of Financial Accounting - 4 cr.

Introduces the preparation and use of financial accounting information. Course includes preparation and analysis of financial statements and related disclosures.

#### ACC 2220 - Principles of Managerial Accounting - 4 cr.

Introduces the internal use of accounting information to plan, control and evaluate the activities of business organizations. Course emphasizes problem solving and decision making for manufacturing and service enterprises.

**Prerequisite Courses:** ACC 2210

#### ACC 3300 - Cost Accounting - 4 cr.

Examines the theory and practice of cost accumulation and analysis with particular emphasis on the design, operation and evaluation of cost management systems used by business enterprises.

**Prerequisite Courses:** ACC 2220

#### ACC 3310 - Intermediate Accounting I - 4 cr.

Examines the theory of generally accepted accounting principles and its application to complex financial reporting issues including the valuation of balance sheet accounts, determination of net income and preparation of financial statements and related disclosures. An in-depth study with respect to the accounting for revenue, cash and receivables, inventories, property, plant, equipment and intangible assets will be provided.

**Prerequisite Courses:** ACC 2220

#### ACC 3320 - Intermediate Accounting II - 4 cr.

A continuation course for ACC 3310 that further examines the theory of generally accepted accounting principles and its application to complex financial reporting issues. An in-depth study with respect to the accounting for long-term investments, liabilities and leases, income taxes, post-retirement benefits and shareholders' equity will be provided.

**Prerequisite Courses:** ACC 2220

**ACC 3400 - Accounting Information Systems - 4 cr.**

Examines the theory and practice of data management and control as they relate to the design, implementation and use of accounting information systems.

**Prerequisite Courses:** ACC 2220

**ACC 3777 - Selected Topics in Accounting - 1-4 cr.**

Examines a current accounting issue. Topics may relate to any functional area of the accounting profession and are chosen based on the mutual interest of faculty and students.

**Prerequisite Courses:** permission of instructor.

**ACC 4420 - Income Tax Accounting - 4 cr.**

Examines the application of current income tax regulations to individuals and business entities. A strategic decision-making approach is emphasized.

**Prerequisite Courses:** ACC 2210

**ACC 4430 - Auditing - 4 cr.**

Examines the standards and procedures associated with a financial statement audit conducted by an independent accountant.

**Prerequisite Courses:** ACC 3310 and ACC 3400

**ACC 4450 - Advanced Accounting - 4 cr.**

Examines the accounting issues associated with business combinations, intercompany investments, partnerships and governmental and not-for-profit entities.

**Prerequisite Courses:** ACC 3320

**ACC 4555 - Accounting Internship - 0-16 cr.**

Supervised, off-campus work experience that allows the student to apply concepts and techniques learned in the classroom. Students work with a faculty advisor to design the internship and are evaluated by the advisor, as well as an on-site supervisor.

## **Aerospace Courses**

**AIR 1000 - AFROTC GMC Lead Lab - 1-4 cr.**

Practical environment giving leadership training while being instructed on military customs and courtesies, physical fitness, military drill and the general Air Force environment. This class **MUST** be taken concurrently with AIR 1xxx and 2xxx level academic classes.

**AIR 1101 - Heritage and Values - 1 cr.**

A two-part survey course of the United States Air Force as a public-service organization and as an introductory course to the Air Force ROTC program. Air Force heritage, core values, human relations, the oath of office and interpersonal communication skills are also examined. Open to all university students interested in military topics. Enrollment in course does not designate students as an ROTC cadets. Students who want to enroll in the ROTC program and become cadets must also enroll in AFROTC GMC Lead Lab.

**AIR 1102 - Heritage and Values - 1 cr.**

A two-part survey course of the United States Air Force as a public-service organization and as an introductory course to the Air Force ROTC program. Air Force heritage, core values, human relations, the oath of office and interpersonal communication skills are also examined. Open to all university students interested in military topics. Enrollment in course does not designate students as an ROTC cadets. Students who want to enroll in the ROTC program and become cadets must also enroll in AFROTC GMC Lead Lab.

**AIR 2101 - Team and Leadership Fundamentals - 1 cr.**

A two part course that examines Air Force leadership, ethics and values. Students will develop leadership skills based on student participation, group problem solving and oral/written communication. Students will apply these leadership perspectives when completing team building activities and discussing leadership challenges within group dynamics. Students will also demonstrate basic verbal and written communication skills. Open to all university students interested in military topics. Enrollment in course does not designate students as an ROTC cadets. Students who want to enroll in the ROTC program and become cadets must also enroll in AFROTC GMC Lead Lab.

**AIR 2102 - Team and Leadership Fundamentals - 1 cr.**

A two part course that examines Air Force leadership, ethics and values. Students will develop leadership skills based on student participation, group problem solving and oral/written communication. Students will apply these leadership perspectives when completing team building activities and discussing leadership challenges within group dynamics. Students will also demonstrate basic verbal and written communication skills. Open to all university students interested in military topics. Enrollment in course does not designate students as an ROTC cadets. Students who want to enroll in the ROTC program and become cadets must also enroll in AFROTC GMC Lead Lab.

**AIR 3001 - AFROTC POC Lead Lab - 2 cr.**

Practical environment giving leadership training through teaching freshmen and sophomores military customs and courtesies, physical fitness, military drill and the general Air Force environment. **MUST** be taken concurrently with AIR 3xxx and 4xxx level academic classes

**AIR 3101 - Leading People and Effective Communication/Air Force Leadership Studies - 3 cr.**

A two part course where students will develop an in-depth understanding of how to effectively lead people and provide people with the tools to use in current and future leadership roles. Students will develop and refine their leadership philosophy through topics that include power and influence, counseling, mentoring, effective supervision, accountability, core values, ethical decision making. Students will also hone their writing and briefing skills. Open to all university students interested in military topics. Enrollment in course does not designate students as ROTC cadets.

**AIR 3102 - Leading People and Effective Communication/Air Force Leadership Studies - 3 cr.**

A two part course where students will develop an in-depth understanding of how to effectively lead people and provide people with the tools to use in current and future leadership roles. Students will develop and refine their leadership philosophy through topics that include power and influence, counseling, mentoring, effective supervision, accountability, core values, ethical decision making. Students will also hone their writing and briefing skills. Open to all university students interested in military topics. Enrollment in course does not designate students as ROTC cadets.

**AIR 4101 - National Security Studies/Leadership Responsibilities/Commissioning Preparation - 3 cr.**

A two part course where students will learn the basic elements of national security policy and military processes. The student will understand the air force domain operations as well as learn about the selected roles of the military in society and current domestic and international issues. The final portion of the course is designed to prepare students for life as a second lieutenant in the United States Air Force. Open to all university students interested in military topics. Enrollment in course does not designate students as ROTC cadets.

**AIR 4102 - Leadership Responsibilities - 3 cr.**

A two part course where students will learn the basic elements of national security policy and military processes. The student will understand the air force domain operations as well as learn about the selected roles of the military in society and current domestic and international issues. The final portion of the course is designed to prepare students for life as a second lieutenant in the United States Air Force. Open to all university students interested in military topics. Enrollment in course does not designate students as ROTC cadets.

**Economics Courses****ECN 2230 - Principles of Microeconomics (Conceptions : VCSS - Social Science) - 4 cr.**

Focuses on how economists explain the behavior of individuals, how markets direct activities and the policy implications that flow from economic analysis. Emphasis is less on the development of theories and more on the application of theories. Course examines how developments in other fields, most notably evolutionary psychology, have affected microeconomics.

**ECN 2280 - Principles of Macroeconomics - 4 cr.**

Addresses "the economy" in the sense of the big picture. Topics covered include national income accounting, the determination of economic activity through consumer spending, business investment, government taxation and expenditure and foreign trade. This course also addresses the issues of fiscal and monetary policies, inflation and unemployment.

**ECN 2405 - The World - 2 cr.**

Aims to give students, largely from the Upper Midwest, exposure to and an opportunity to analyze current issues from around the globe. Since the text is a British publication, it exposes students to foreign perceptions of the United States. Students gain the research skills needed to quickly get additional information on events around the world.

**ECN 2410 - Environmental Economics (Conceptions : VCSS - Social Science) - 4 cr.**

Examines how economic activity and policy affect the environment in which we live. Some production generates pollution and some consumption results in environmental degradation. However, pollution and environmental degradation are not inevitable consequences of economic activity. Environmental policies can reduce pollution and environmental degradation. Environmental economics provides a framework for addressing key environmental issues.

**ECN 2777 - Economics - 1-4 cr.**

Topics in Economics.

**ECN 3322 - Medieval European Economic History - 4 cr.**

Focuses on the forces that contributed to the rise of the Western capitalistic system from a backwater faced with the threat of chronic famine in 900 A.D. to its current position of world dominance. Course highlights the creation of the economic and social institutions that make up life and demonstrates the fact that the past can serve as a mirror to the present.

**ECN 3330 - Managerial Economics - 4 cr.**

Focuses on how managers can use economic analysis in making decisions. Topics include the theory of consumer behavior, the theory of firm behavior, the theory of behavior under uncertainty, the application of game theory to firm behavior, empirical applications of theories and the role of experimental methods in economic analysis.

**Prerequisite Courses:** ECN 2230

**ECN 3335 - Contemporary Healthcare Economic Systems - 4 cr.**

Examines the economics of health care and healthcare reform. Topics include economic determinants of health, the markets for medical care, insurance markets, the managed care revolution and the role of government in healthcare. Special attention is given to current issues in healthcare reform.

**ECN 3777 - Selected Topics in Economics - 2-4 cr.**

An in-depth examination of a topic of current interest. Choice of topic is based on the mutual interest of faculty and students.

**ECN 3800 - Applications of Game Theory - 4 cr.**

Explores the principles of game theory, which provide a powerful framework for analyzing strategic interaction among individuals and groups in a variety of different settings. Strategic interactions occur when individuals interact with each other, have competing interests, and the outcome depends upon how each individual behaves. In this course we examine the conditions under which cooperation is desirable and what policies make cooperation more likely. A fluency with high school algebra is assumed.

**Equivalent Course:** HON 3800

**ECN 3999 - Independent Study in Economics - 0-8 cr.**

The student, with approval of department chair and advisor, selects a particular area of study, which may include research and/or field experience involving a learning situation directly related to economics.

**ECN 4430 - Current Economic Issues - 4 cr.**

Examines a variety of macro- and microeconomics topics currently being debated in the nation. Recent topics have included protectionism vs. free trade, the effectiveness of gun control, the wisdom of public subsidies of sports stadiums and welfare reform. Emphasis is on applying standard economic methodology to real-world issues.

**Prerequisite Courses:** ECN 2230 and ECN 2280

**ECN 4445 - International Economics - 4 cr.**

Examines evolution of economic theories and policies relating to international trade and finance. Issues such as trade deficits, protectionism, economic unification, state-determined capitalism and international institutions are explored. Emphasis is on current international economic developments.

**Prerequisite Courses:** ECN 2280

**ECN 4555 - Economics Internship - 0-16 cr.**

A supervised, off-campus work experience that allows the student to apply concepts and techniques learned in the classroom. Students work with a faculty advisor to design the internship and are evaluated by the advisor, as well as an on-site supervisor. Students may obtain additional information about internships from the Department of Management and Business Studies office.

**Prerequisite Courses:** approval of instructor.

**ECN 4777 - Selected Topics in Economics - 1-8 cr.**

An in-depth examination of a current economic issue.

**ECN 4880 - Senior Seminar in Economics - 4 cr.**

Sharpens research skills and produce a senior thesis in the economics department. The course develops a framework by which students begin with a kernel of interest in some broad area and produce a meaningful thesis/paper at the end of the process. Overall, this is a nuts-and-bolts course. It aims to teach a skill - doing quantitative research. Some of the material is informational - for instance, where to find good resources to do economics research. Other material applies the discipline to research.

**Prerequisite Courses:** PSY 3331

**ECN 4999 - Independent Study - 0-8 cr.**

The student, with approval of department chair and advisor, selects a particular area of study, which may include research and/or field experience involving a learning situation directly related to economics.

**Finance Courses****FIN 1000 - Personal Finance Basics - 1 cr.**

In a collaborative learning environment, students will increase their knowledge of budgeting, spending behavior, credit scores, credit card use, and college costs. Learning activities will provide students an opportunity to apply course content to their personal financial situation. Through personal reflection and analysis, students will become empowered to make financial decisions that support their educational and career goals.

**FIN 1100 - Personal Finance - 1 cr.**

Examine personal finance concepts and how to apply in students' own lives, both while attending college and after graduation. Students will engage with classmates and utilize online resources to actively learn and comprehend the basics of personal financial management.

**FIN 1777 - Topics in Finance - 1 cr.**

Topics.

**FIN 2777 - Topics in Finance - 0-4 cr.**

Topics.

**FIN 3420 - Financial Management - 4 cr.**

Examines the concepts and tools that are needed by managers when making financial decisions. Students are required to analyze a financial statement, assess risk, calculate the cost of capital for capital budgeting, and describe the methods for valuing securities such as stocks and bonds for an organization. Approach to the course content is from a manager's perspective on how to make value-creating decisions for an organization's stakeholders.

**Prerequisite Courses:** ACC 2210

**FIN 3500 - Real Estate Finance - 4 cr.**

Explores investment in personal and commercial real estate from a valuation and decision making perspective. Topics include the legal and regulatory environment, financing alternatives, real estate brokerage, and local market conditions. Students will learn valuation techniques to aid in decision-making within the real estate industry.

**FIN 3550 - Business Statistics (Foundations : VFMA - Mathematics) - 4 cr.**

Teaches the importance of statistical thinking in forming business decisions. Students will develop the basic ability to think statistically by using an investigative process of problem-solving and decision-making, while exploring relationships between multiple factors or data points in a given situation. The statistical literacy developed in this course focuses on conceptual understanding of data, and the integration of this data with real-life context and business goals. Topics include frequency distributions and graphs, measures of central tendency, correlation, regression, probability, hypothesis testing (incl. t-test and chi-square), confidence intervals, and application of these concepts through use of both Excel and Pearson's StatCrunch statistics application.

**FIN 3600 - Commercial Bank Management - 4 cr.**

Explores the banking and financial services industries. Students study the different types of banking institutions, their roles in the market, and the analytical techniques bankers use to manage profit and risk. We examine the origins of banks and their competitors, learn the structure of bank financial statements and how they are evaluated, and review how bank management mitigates market risks.

**Prerequisite Courses:** FIN 3420

**FIN 3700 - Financial Planning - 4 cr.**

Examine investment and personal finance concepts that arise from financial planning and personal wealth management activities. Topics include: the identification of client financial status and goals, asset allocation, personal financial statements and cash management, debt, tax planning, risk management and insurance, retirement planning, and estate planning.

**Prerequisite Courses:** FIN 3420

**FIN 3777 - Selected Topics in Finance - 1-4 cr.**

Examines a current finance issue. Topics may relate to any functional area of the finance profession and are chosen based on the mutual interest of faculty and students.

**Prerequisite Courses:** permission of instructor.

**FIN 3900 - Excel Modeling - 2 cr.**

Utilize MS Excel to examine the concepts and tools needed by managers and analysts when making financial decisions. Students are required to use MS Excel to create and analyze spreadsheets and data visualizations that will be useful in accounting and financial management. The course is approached from an accountant or finance analyst's perspective on how to make value-creating tools for an organization's managers using MS Excel.

**Prerequisite Courses:** ACC 2210

**FIN 3999 - Independent Study - 0-16 cr.**

Topics in Finance.

**FIN 4460 - Multinational Business Finance - 4 cr.**

Explores factors that influence the basic decisions of the firm in an international setting.

**Prerequisite Courses:** FIN 3420 and ECN 2280

**FIN 4500 - Financial Markets & Institutions - 4 cr.**

In this course, you will learn the roles played by financial markets and institutions in the efficient allocation of funds from lenders to borrowers. Student will develop critical thinking skills as applied to financial markets and institutions. Topics include the determination of asset prices; the risk and term structure of interest rates; risk management and financial derivatives; financial market, structure, innovation, and regulation; and financial crises.

**FIN 4555 - Finance Internship - 0-18 cr.**

A supervised, off-campus work experience that allows the student to apply concepts and techniques learned in the classroom. Students work with a faculty advisor to design the internship and are evaluated by the on-site supervisor.

**FIN 4600 - Investments - 4 cr.**

The objective of this course is to learn how to make sound investing decisions. Students study the different types of investments available, the markets they are traded in and the sources of information that are available to investors. We then examine the relationship between risk and return, techniques for valuing securities and the construction and management of portfolios.

**Prerequisite Courses:** FIN 3420

**FIN 4777 - Selected Topics in Finance - 0-4 cr.**

Engages students in an in-depth examination of a current finance issue. Topics may relate to any functional area of the finance profession and are chosen based on the mutual interest of faculty and students.

**Prerequisite Courses:** permission of instructor.

**FIN 4900 - Financial Statement Analysis & Business Valuation - 4 cr.**

The course explores advanced finance concepts including corporate decision making involving the issuance of debt and equity securities, dividend and stock policies, evaluation of a corporation's governance and ownership structures and analysis of mergers and acquisitions. Students will be required to complete a financial analysis term project of a publicly traded corporation.

**Prerequisite Courses:** FIN 3420.

**FIN 4999 - Independent Study - 0-8 cr.**

Student selects a topic in professional finance and completes an individual study that may involve research and/or field experience.

**Prerequisite Courses:** approval of instructor and department

**Healthcare Administration Courses****MHA 6010 - Health Services Leadership - 3 cr.**

Exposes students to the field of health services administration and leadership development. Through a series of interactive seminars with healthcare leaders, case studies, self-analysis, and group discussions, students learn about different types of health service organizations, careers, leadership roles and styles, and organizational strategy and culture. This course also deepens professional relationships, connections, and networking/mentorship opportunities.

**MHA 6351 - Healthcare Administration - 3 cr.**

Provides an orientation to the current healthcare business environment and service delivery systems. The course presents students with a broad based perspective of key environmental factors influencing current and future trends in healthcare. This approach helps students develop a context for synthesis, discussion and analysis of contemporary issues and trends.

**Equivalent Course:** MGT 6351

**MHA 6355 - Healthcare Finance I - 3 cr.**

Focuses on the fundamentals of healthcare finance including accounting theory, managerial finance, capital investment practices and productivity analysis. A comprehensive view of the current topics in healthcare and an exploration of the tools for operational and financial leaders will be addressed.

**Prerequisite Courses:** MHA 6010 and MGT 6351

**MHA 6445 - Human Resource Management - 3 cr.**

Explores how decisions about human resources (HR) contribute to an organization's overall effectiveness. The course integrates HR activities with the organization's strategic planning objectives. Students study both traditional and contemporary HR issues from a practitioner's perspective and the core competencies required to support leadership and management skills for effective human resource management in health care.

**Prerequisite Courses:** MHA 6010 and MGT 6351

**MHA 6777 - Topics in Healthcare Administration - 1-3 cr.**

Topics in Healthcare Administration.

**Management Courses****MGT 1110 - Introduction to Business - 4 cr.**

Introduces students to business and the business world. Study includes the private enterprise system, entrepreneurship, marketing, human resources, finance, production, the stock market, the management process, personal budgeting, time management, corporate ethics, insurance and other business related topics.

**MGT 2120 - Principles of Management - 4 cr.**

Introduction to the process of management. Course includes the history of management theory with emphasis on forces of change that have resulted in a changing view of the business world for managers. Principle management functions covered are planning, organizing, leading and the process of control as an information feedback function for increasing productivity. Emphasis is on the integration of all management functions into one effort for visionary, effective and efficient operations.

**MGT 2331 - Applied Business Statistics - 4 cr.**

Introduction to statistical concepts and methods used extensively in public and private-sector decision making. Topics covered include descriptive statistics, probability distributions, interval estimation, statistical inference, hypothesis testing and linear regression analysis using hand calculators and MS-Excel. Taught using datasets and case problems from a range of business areas including accounting, economics, finance, management and marketing.

**MGT 2999 - MGT Independent Study - 1-4 cr.**

Independent Study.

**MGT 3130 - Business Research & Decision-Making - 4 cr.**

Further examines the theories, models and practice of effective business managers in using creativity, strategy, and information in decision making. Students apply methods to generate ideas for solving real-world business problems. Decision-making models and research are used to analyze consumer/employee behavior, create goals, and make recommendations for solving problems.

**MGT 3140 - E-Commerce for New Enterprises - 4 cr.**

Introduces students to the major facets of doing business on the Internet, with an emphasis on creating new businesses and converting existing businesses to electronic commerce. Management theory and practice is combined with a variety of Internet business circumstances resulting in examples used for creating new businesses.

**Prerequisite Courses:** MGT 2120

**MGT 3150 - Management Communications: Written (Integrations : VIOP - Electives) - 4 cr.**

Emphasis on the writing process as adapted to the management situation. Students complete a series of writing assignments including letters, memos, proposals, problem-solving reports and informational reports and procedures, with an emphasis on audience adaptation, clarity of purpose, adequacy of support and correct format. Students will be introduced to writing for electronic media. Students must be juniors and have some professional experience before enrolling.

**Prerequisite Courses:** ENG 1110

**Equivalent Course:** ENG 3364

**MGT 3160 - Labor Relations Management - 4 cr.**

Comprehensively deals with aspects of labor relation issues in terms of collective bargaining and the tools that are utilized in the administration of a work agreement in terms of contract enforcements, grievances and arbitration procedures. This course will explore the opportunity to look into the applications and the outcome of court decisions, NLRB rulings, in an ongoing changing global work environment.

**MGT 3240 - Human Resource Management - 4 cr.**

Provides an in-depth exposure to the major areas of human resource management including recruiting, selection, training, motivation, appraisal, planning, labor relations and compensation.

**MGT 3250 - Staffing and Compensation Administration - 4 cr.**

Emphasis on the identification and integration of organizational job needs, employee selection, performance and compensation systems based on a strategic pay model. Students focus on compensation and benefit packages and how they are impacted by internal and external forces.

**MGT 3354 - Management Ethics (Integrations : VIPH - Philosophy) - 4 cr.**

Study of the application of ethical principles to problems encountered in management. Confrontation of the problems is preceded by inquiry into the nature of human interaction in general and management in particular. Other topics include: obligations of the manager to a number of clients or spheres of responsibility, including employees and clients of the organization; rights and obligations of employers and employees; and discrimination, liability and advertising.

**MGT 3380 - Logistics and Distribution Channels - 4 cr.**

Contemporary logistics describes the entire supply channel system from inbound movement of freight including tangible and intangible activities through materials management to physical distribution then to the end user. It provides the tactile decision-making tools such as distribution channel locations, inventory rotations, storage and logistic functional concepts used for finding cost reduction and strategic opportunities. Also, integrates logistics into a supply chain management context. It will look into the current events, along with new theory, practice, basics in packaging, warehousing, transportation, inventory and material handling.

**Equivalent Course:** MKT 3380

**MGT 3520 - Managing in a Global Environment - 4 cr.**

An introduction to the principles of management in the emerging global economy and community with a focus on ethical concepts and strategies within a variety of foreign environments. Topics include a comparison of domestic, international and global corporations, cross-cultural ethical and social responsibility differences, risk assessments of strategic alliances, organizational structures, geopolitical and foreign policy considerations and the manager's challenges of cross-cultural communications, organization and human resource development.

**MGT 3550 - Organizational Behavior (Concepts : VCSS - Social Science) - 4 cr.**

Explores the behavior of people within organizations in terms of the factors that most influence it. These include factors related to individuals, groups and the larger organization system. The course relies heavily on experiential learning as a means of teaching students how to apply lessons in organizational settings.

**Prerequisite Courses:** junior status or permission of instructor.

**MGT 3555 - Leadership - 4 cr.**

Designed as an introduction and overview to leadership. It emphasizes self-assessment and development of personal skills and style, understanding and critical evaluation of prominent leadership theories, and exploration of current leadership issues. Through brief lecture, demonstrations, case analyses, and small group discussion and exercises, students explore the application of leadership concepts and practices that have utility across organizations and disciplines.

**MGT 3560 - Organization Development - 4 cr.**

Introduces students to the theories and practice of organization development and how organizations plan and facilitate the change process. Emphasis will be on understanding the drivers of change, stages of transition management, dealing with resistance to change, organizational culture, and change agent skills. Cases and work experience will be used to highlight challenges.

**MGT 3777 - Selected Topics in Management - 0-7 cr.**

In-depth study of a topic of current interest. Topic to be covered depends on the mutual interest of faculty and students.

**MGT 4140 - Entrepreneurship - 4 cr.**

Exposes students to a broad range of practical applications in research, planning, and development of entrepreneurial ideas. The course focuses on processes and strategies used to launch a new business venture using strategic and creative thinking in the areas of innovation, branding, sales, strategy, and finance.

**Equivalent Course:** MKT 4140

**MGT 4150 - Management Communication: Oral - 4 cr.**

Covers a wide array of subjects related to communicating in organizations, including: interpersonal communication, upward/downward/lateral communication, organizational structure, office and plant layout, effective business presentations, leadership in business meetings, interviewing and telephone usage.

**MGT 4160 - Legal Aspects of Management - 4 cr.**

Nature and functions of law with emphasis on applications in economics, marketing and management. Course includes contracts and business entities and the regulation of business under federal and state administrative agencies.

**MGT 4165 - Advanced Management Applications - 4 cr.**

Students will become versed in critical thinking, argumentation, researching topics, and making decisions. They will learn how to take a stand and defend their positions on a large variety of management and social dilemmas.

**Prerequisite Courses:** MGT 2120, Junior standing

**MGT 4170 - Strategic Management - 4 cr.**

A senior capstone course for management majors. This course ties together all of the content covered in undergraduate management and applied economics classes. Focus is on realities of management in contemporary situations. Course utilizes studies of real organizations that include examples of successes and failures. Students prepare written case analyses with emphasis on understanding the environment of management, the knowledge required by managers, and the functions performed.

**Prerequisite Courses:** FIN 3420, or approval of the instructor, and senior standing.

**MGT 4261 - Team Development - 4 cr.**

Examines the role of teams in organizations. It covers the decision to use teams, characteristics of effective teams, team building, styles of interaction, project planning, conflict, and evaluation. Students form teams to work on tasks and use them as a laboratory for understanding and changing team processes.

**MGT 4262 - Training and Development - 4 cr.**

Provides an introduction to the function of training and development in organizations. It provides a theoretical and practical foundation for students conducting training activities including needs assessment, learning styles, curriculum and program design, use of instructional media and techniques, and evaluation.

**MGT 4555 - Management Internship - 0-16 cr.**

An internship taken in a practical business or other appropriate facility related to the student's interest. Student is supervised by a manager; evaluation of student performance is completed by the manager, student and advisor. Students may obtain additional information about internships from the Department of Management office.

**Prerequisite Courses:** approval of instructor.

**MGT 4558 - International Management Internship - 2-16 cr.**

An internship taken in a practical business or other appropriate facility related to the student's interest. Student is supervised by a manager; evaluation of student performance is completed by the manager, student and advisor. Students may obtain additional information about internships from the Department of Management office.

**Prerequisite Courses:** approval of instructor.

**MGT 4777 - Selected Topics in Management - 1-4 cr.**

In-depth study of a topic of current interest. Topic to be studied depends on the mutual interest of faculty and students.

**MGT 4999 - Independent Study - 1-8 cr.**

Study of a particular area selected by student with approval of department chair and instructor. Study may include research and/or field experience involving a learning situation directly related to management.

**MGT 6201 - Consultation Theory and Practice - 3 cr.**

Designed as a practicum experience that explores the role of consultants and leaders in bringing about organizational change. The course will describe and illustrate the three basic philosophies of consultation, as identified by Edgar Schein: Expert consultation, the physician model, and process consultation. The pros and cons of each approach will be examined, and students will apply course lessons in consulting with an actual client group and/or in case studies.

**Prerequisite Courses:** MGT 6420 and MGT 6430

**MGT 6210 - Seminar on the Cape - 3 cr.**

An annual seminar opportunity for students to study with a nationally or internationally known scholar-practitioner in the disciplines of organization development and leadership. This CSS course is wrapped around a week of summer study at the Cape Cod Institute (CCI) in Eastham, MA, known throughout the world for the quality of its seminars and the thought leaders who deliver them. The course includes pre- and post-trip classroom sessions conducted by the CSS Instructor who guides students while they study at CCI.

**Prerequisite Courses:** MGT 6420

**MGT 6220 - Designing Modern Change Interventions - 3 cr.**

Examines the issues that leaders and practitioners must consider when designing change initiatives and interventions. In particular, it will explore how postmodernism, social constructionism, and emergence have influenced modern organization development (OD) theory and practice. Design questions will consider both the size and complexity of organizations and other relevant contextual variables. Among the topics that will be covered are: organizational culture, systems theory, large group interventions, and idealized design.

**Prerequisite Courses:** MGT 6420 and MGT 6430

**MGT 6307 - Economics for Decision Making - 3 cr.**

This course focuses on economic decision making in business, where the application of economic theory guides an organization in achieving its aims or strategic objectives. Economics tools and applications are used to make decisions, assess outcomes and adjust strategy in a global context. The importance of information, competing with a market structure, pricing strategies for firms with varying market power and the nature of industries are covered. A global competitive analysis of a firm in a global market is conducted.

**Prerequisite Courses:** A previous course that covers macro- and microeconomic theories. (Common Core Curriculum)

**MGT 6310 - Conflict, Negotiating, and Coaching the Client Group - 3 cr.**

Prepares students to guide subordinates or clients through the conflicts that often emerge during periods of organizational change. Topics covered in the course will include: sources of conflict, resistance to change, conflict resolution style preferences, negotiating (interest-based vs. positional), and providing coaching and feedback.

**Prerequisite Courses:** MGT 6420

**MGT 6351 - Health Care Administration - 3 cr.**

Provides an orientation to the current healthcare business environment and service delivery systems. The course presents students with a broad based perspective of key environmental factors influencing current and future trends in healthcare. This approach helps students develop a context for synthesis, discussion and analysis of contemporary issues and trends. (Healthcare Leadership Concentration)

**MGT 6352 - Performance Improvement in Healthcare - 3 cr.**

Examines the concept of performance management and its application to the health care industry. With health care under extreme pressure from both purchasers and regulatory agencies to improve its performance, many experts predict that only the well-managed health care organizations will survive. (Healthcare Leadership Concentration)

**MGT 6405 - Ethical Issues and Wholeness in Change Leadership - 3 cr.**

Explores the ethical responsibilities of organizational leaders and practitioners who design, guide, and implement change interventions or initiatives. It also considers the issue of practitioner wholeness and how living a divided life can contribute to ethical conflicts during times of rapid organizational change. Topics that will be covered include: Values, "use of self," conscious vs. unconscious choice, ethical decision-making, and wholeness at the individual, group, and organizational levels.

**Prerequisite Courses:** MGT 6420 and MGT 6430

**MGT 6412 - Management Writing & Resources - 3 cr.**

Provides students an opportunity to develop and practice their writing skills for graduate coursework. Differences between academic and business writing are examined in terms of audience, purpose, format, and demands. Course includes examples of good academic writing and previews the final project and final project proposal for the MA in Management. (Common Core Curriculum)

**MGT 6413 - Communication Across Cultural Boundaries - 3 cr.**

Examines the methods that leaders and change practitioners utilize in helping employees and client groups develop the awareness and skills necessary to communicate effectively across cultural boundaries. The course explores culture in its broadest sense, which includes cultural differences across/or within organizations, demographic categories, and nations. Particular attention will be paid to the roles of diversity and inclusivity in modern change initiatives and interventions.

**Prerequisite Courses:** MGT 6420

**MGT 6420 - Organizational Behavior - 3 cr.**

Explores the behavior of people within organizations in terms of the factors that most influence it. Those include factors related to individuals, groups, and the larger organization system. The course utilizes an experiential learning process that helps students understand their strengths and weaknesses as learners.

**MGT 6430 - Organization Development - 3 cr.**

Serves as an introduction to the theory and practice of organization development (OD), also referred to as “planned change.” It emphasizes the historic evolution of OD, models of planned change, the dynamics of resistance to change, organizational culture, and the role of the OD consultant. The course also seeks to compare and contrast OD with other approaches to “change management” and to assess their relevance in organizations today.

**MGT 6431 - Research Skills for Practitioners - 3 cr.**

Explores the research skills utilized by organization development practitioners and leaders who are responsible for organizational change. This course utilizes appropriate research methods to explore how often behaviors occur as well as why and how behaviors occur in our social world. It also prepares students to use writing as a means of engaging in critical thinking and high-level reasoning in presenting their research.

**MGT 6438 - Executives and Governance Boards - 3 cr.**

Explores the connections among an organization’s top executive/senior team, its governance board, and institutional effectiveness. It focuses on the importance of the relationship between the top executive and the chairperson of the board and examines emerging governance issues, including succession planning, shareholder/stakeholder activism, and diversity and inclusion. Students will study examples and case studies drawn from both the for-profit and nonprofit sectors.

**Prerequisite Courses:** MGT 6420

**MGT 6440 - Financial Management - 3 cr.**

Covers a wide variety of financial topics that are required tools for managers and officers of both large and small organizations. Covers the topics of value tracking and capital budgeting as well as financial decision-making within dynamic organizations.

**Prerequisite Courses:** A previous course in accounting. (Program Core Curriculum)

**MGT 6450 - Marketing: Consumer Behavior - 3 cr.**

Provides an overview of marketing principles and practices with emphasis on applications for new managers. The course will emphasize marketing from a strategic perspective, with subsequent focus on key concepts such as consumer behavior and marketing mix. Although the focus will be on participant’s application in their own organizations, consideration will also be given to international applications. (Common Core Curriculum)

**MGT 6455 - Strategic Leadership for Change - 3 cr.**

Explores the complex connections among strategy, leadership, and change management. Set in a global environment characterized by rapid technological change, it emphasizes the importance of a leader’s capacity to anticipate, envision, and work collaboratively toward a viable organizational future. The course requires students to synthesize and integrate lessons learned in their previous courses.

**Prerequisite Courses:** MGT 6420 and MGT 6413 and MGT 6430 and MGT 6431 and MGT 6201 and MGT 6220 and MGT 6310 and MGT 6405

**MGT 6490 - Global Capstone - 4-6 cr.**

Serves as a final demonstration of a student’s capacity to apply theoretical lessons from the MBA program to organizational issues or problems. An international field project will be embedded in this course to give students an opportunity to assess organizational issues or problems in a cross-cultural and global context. Students write a significant paper that includes a review of literature, an analysis of the issue or problem, and prescriptions or conclusions that emerge from the analysis in the context of the international experience. (Capstone Option)

**MGT 6530 - Managerial Applications of Tec - 3 cr.**

Provides an overview of the technological responsibilities of a manager in the area of finding strategic solution, business process solutions, project management solutions and technology solutions to daily business problems. The use of technology in decision making, strategy and attainment of competitive advantage is discussed. Other topics include aligning technology with organizational goals metrics and accountability development, vendor selection, needs assessment, project planning and facilitating and technology enhanced/enabled communications. (Program Core Curriculum)

**MGT 6545 - Corporate Compliance in the Healthcare Industry - 3 cr.**

Addresses a growing need to adequately train health care leaders in the field of health care compliance and various topics in health care compliance, including corporate compliance (fraud and abuse), privacy, risk management and identity theft. Essential elements of a corporate compliance program will be presented as well as primary federal legislation addressing fraud and abuse. Privacy of patient information will be discussed in terms of the HIPPA and HITECH regulations. Risk management concepts will be presented as well as identity theft as relates to medical identity theft.

**Prerequisite Courses:** Admission to a HIM graduate program or permission of the department.

**MGT 6777 - Special Topics - 0-12 cr.**

Special Topics.

**MGT 6800 - Group Practicum - 4,6 cr.**

The Group Practicum is one of three capstone options offered to students in the MBA in Leadership and Change. Three to five students work as a team that, with guidance from a faculty member, work with an organization (both for profit and nonprofit) on a project involving organizational change. Projects could include: organization development interventions; strategic planning; training and development programs; or conducting research on a problem defined by the organization. The Group Practicum provides students an opportunity to synthesize program learning and apply it to real world scenarios. The student team prepares a final thesis-like paper containing a relevant literature review, their analysis of the organizational project, and a summary of their conclusions and recommendations. The class counts for six (6) credit hours and also requires students to participate in a final oral defense of their research and other course lessons. (Capstone Option).

**Prerequisite Courses:** Completion of all MBA classroom-based courses or permission by the Program Director.

**MGT 6810 - Thesis/Final Research Project - 4,6 cr.**

Students will design and carry out a significant research project that includes: reviewing the literature, formulating a problem statement or hypothesis, and producing an application that is appropriate to the topic of inquiry. They will write an academic paper that includes a description of their research methods, the results of their analysis, and a discussion of their conclusions. Students are given 16 weeks to complete the project after proposals have been approved.

**MGT 6900 - Capstone Continuing Enrollment - 0 cr.**

Required registration for continuing work on final capstone courses. This is a zero-credit course billed at one credit. Students not completing the capstone within the 16 week term in which that course is scheduled must register for MGT 6900. Students may register only once for a continuing enrollment.

**MGT 6999 - Independent Study - 0-12 cr.**

Independent Study.



## Marketing Courses

### **MKT 2320 - Principles of Marketing - 4 cr.**

Surveys terms and concepts concerned with the planning process and selection of appropriate actions resulting in successful and unique marketing plans. Product design, pricing strategy, distribution and availability of goods or services and marketing communications are topics covered.

### **MKT 3320 - Digital Marketing - 4 cr.**

Focuses on the process of combining strategic marketing concepts with Internet techniques to generate sales and enhance brand image in the world of economic commerce.

### **MKT 3340 - Market Promotions: Communicating with Customers - 4 cr.**

Provides an in-depth exposure to market promotion. There is special emphasis on advertising and the creation of message strategy based on sound product design. Good personal selling and sales promotion actions are also addressed.

### **MKT 3350 - Designing Successful Products - 4 cr.**

Explores the identification of potentially commercial products. Students learn to gather information about the marketplace, create prototypes, refine concepts, and cluster product benefits into a marketing communication to customers. Students develop a basic marketing strategy that relates to product design and segment needs.

### **MKT 3360 - Selling & Sales Management - 4 cr.**

Demonstrates to students the essentials of sales management in forging interactive marketing communications with customers and developing a dynamic, profitable relationship that can make sales and retain customers. Students will be introduced to crucial sales skills such as prospecting, approaching, presenting, overcoming objections, and closing sales for tangible or intangible products.

### **MKT 3370 - Services Marketing - 4 cr.**

Examines the marketing of services as a separate topic. Students contrast and compare the distinctive aspects of marketing intangible products such as services with tangible products such as consumer goods. Students study customer relations, customer communications, and the delivery methods ranging from conventional to internet.

### **MKT 3380 - Logistics and Distribution Channels - 4 cr.**

Contemporary logistics describes the entire supply channel system from inbound movement of freight including tangible and intangible activities through materials management to physical distribution then to the end user. It provides the tactile decision making tools such as distribution channel locations, inventory rotations, storage and logistic functional concepts used for finding cost reduction and strategic opportunities. Also, integrates logistics into a supply chain management context. It will look into the current events, along with new theory, practice, basics in packaging, warehousing, transportation, inventory and material handling.

**Prerequisite Courses:** MKT 2320

**Equivalent Course:** MGT 3380

### **MKT 3530 - Marketing in a Global Environment - 4 cr.**

An introduction to the essential ingredients of effective marketing strategies for entry into global and foreign markets. This course provides a fundamental analysis of the variety of global industries and local markets that have very unique cultures, language(s) and marketing systems (distribution, pricing, marketing communications, financial, accounting, political, economic and trading policies), which define the business and marketing strategies essential for success in the emerging global economy.

### **MKT 3777 - Selected Topics in Marketing - 0-4 cr.**

In-depth study of a topic of current interest. Topic to be covered depends on the mutual interest of faculty and students.

### **MKT 3999 - Independent Study - 0-4 cr.**

Independent Study.

### **MKT 4140 - Entrepreneurship - 4 cr.**

Exposes students to a broad range of practical applications in research, planning, and development of entrepreneurial ideas. The course focuses on processes and strategies used to launch a new business venture using strategic and creative thinking in the areas of innovation, branding, sales, strategy, and finance.

**Equivalent Course:** MGT 4140

### **MKT 4320 - Market Analysis for Decision Making - 4 cr.**

Utilizing case studies, the student is exposed to the challenges of making the "right" decision with imperfect information and how the analytical tools and techniques found in finance, statistics and data management assist the decision making process. Topics include business model evaluation, business to business marketing, and sales management.

### **MKT 4360 - Marketing Strategy - 4 cr.**

Focuses on the relationship between the marketing plan strategy and the marketplace goals of the organizational strategic plan. Brand management is a central theme. Course explores choices and tactics for marketers to use.

### **MKT 4500 - Bluestone Ad Agency - 0-16 cr.**

Students will gain interdisciplinary experience working for an advertising agency. Student teams will be matched with clients looking for social media marketing, website development, graphic design and other advertising needs. Students will be mentored by faculty and the CSS Marketing & College Communications office in order to successfully complete projects. Students will gain real world, practical knowledge in account management, client relations and creative development.

### **MKT 4555 - Marketing Internship - 0-16 cr.**

An internship taken in a practical business or other appropriate facility related to the student's interest. Student is supervised by a manager; evaluation of student performance is completed by the manager, student and advisor. Students may obtain additional information about internships from the Department of Management office.

**Prerequisite Courses:** approval of instructor.

### **MKT 4777 - Selected Topics in Marketing - 0-4 cr.**

In-depth study of a topic of current interest. Topic to be studied depends on the mutual interest of faculty and students.

### **MKT 4999 - Independent Study - 0-4 cr.**

Study of a particular area selected by student with approval of department chair and instructor. Study may include research and/or field experience involving a learning situation directly related to marketing.

### **MKT 6777 - Special Topics in Marketing - 0-16 cr.**

Special Topics in Marketing