

# MASTER OF BUSINESS ADMINISTRATION (MBA)

The School of Business in the College of Business, Education, and Professional Studies offers the Master of Business Administration (MBA) Degree program with concentrations in Accounting, Healthcare Administration, Supply Chain and Logistics Management, and Public Administration. The general MBA and MBA in Public Administration is a 30-semester hour graduate degree program, while the MBA with concentrations in Accounting, Healthcare Administration and Supply Chain and Logistics Management is a 33-semester hour graduate degree program.

## The MBA Mission

The faculty and staff of the School of Business in the College of Business, Education, and Professional Studies are firmly committed to offering a real-world graduate degree program for business professionals who seek advancement to middle and upper-level management positions. The program is also designed to meet the academic needs and expectations of new undergraduate degree holders. The MBA program's fundamental purpose is to develop professional managers/leaders capable of making valuable contributions to the sustainability and growth of their chosen organizations.

The program's primary geographic focus has been individuals located throughout the Albany, Georgia metropolitan area, Southwest Georgia and the Southeastern United States. With distance learning opportunities and other technological advancements such as online courses, the program aims to reach out to business professionals throughout the country and the world.

## MBA Program Goals and Objectives

MBA students have the opportunity to acquire the knowledge, skills, and leadership competencies to perform effectively in complex and rapidly changing environments. They are able to develop strategies and to respond proactively to business challenges and opportunities.

Graduates learn to integrate functional expertise in seamless organizations and to create high-performance, pluralistic organizational cultures appropriate to the business environment. Such cultures generate the best possible solutions to problems, facilitate the development of truly innovative products and services that allow organizations to compete in global markets, and give every employee the opportunity to contribute their very best and thus promote above-average returns for the business.

## MBA Student Learning Goals and Objectives

- **Goal One: Communication**

Students will be able to compare and contrast business issues and solutions effectively in a professional manner both orally and in writing using appropriate word choice, tone, and grammar.

  - **Objective 1**

Students will be able to develop oral presentations using appropriate technology in a professional businesslike manner.
  - **Objective 2**

Students will be able to prepare a written business report.
- **Goal Two: Leadership**

Students will develop leadership and team building skills to support career growth and preparation for management (executive) responsibilities/challenges.

- **Objective 1**

Students will develop collaborative and interpersonal skills to work effectively in teams (manage and organize) to solve business problems.
- **Objective 2**

Students will examine awareness of cross-cultural values, beliefs and perceptions needed to manage diverse employees at corporate workplaces.
- **Goal Three: Managerial Knowledge**

Students will evaluate broad knowledge across core business disciplines to interpret and explain problems in the business environment.

  - **Objective**

Students will evaluate strategic knowledge across business disciplines and apply this knowledge to decision making by evaluating evidence and selecting among alternatives that reflect the cross functional nature of management processes.
- **Goal Four: Business Analytics**

Students will be able to appraise business problems, generate potential solutions, and choose an appropriate course of action, using appropriate tools and techniques.

  - **Objective 1**

Students will examine and interpret appropriate analytical/statistical estimates to make sound business decisions across disciplines.
  - **Objective 2**

Students will explain business judgment and rationality when synthesizing data to arrive at appropriate conclusions and strategies.
  - **Objective 3**

Students will integrate high levels of skills in problem solving/decision making in unfamiliar circumstances through an understanding of relevant disciplines and application of appropriate techniques to generate sound business decisions.
- **Goal Five: Ethical Practice**

Students will use their understanding of ethical theories and models to appraise ethical decisions from both domestic and global perspectives that affirms the dignity and inherent worth of all people.

  - **Objective 1**

Students will be able to examine ethical issues and respond to ethical problems within a business context.
  - **Objective 2**

Students will be able to evaluate how legal/ethical/regulatory issues impact their careers/professions both at individual and corporate levels.

Effective January 2015, The Accreditation Council for Business Schools and Programs (ACBSP) Baccalaureate/Graduate Degree Board of Commissioners reaffirmed accreditation of the MBA Degree Program. The MBA program, as well as the undergraduate degree programs of the college, were first accredited by ACBSP in 1994. The MBA program, as well as the College's undergraduate degree programs, is accredited by SACS Commission on Colleges.

## Admission Requirements

All students must meet the following requirements before acceptance into the MBA program:

- Baccalaureate degree earned in any field from a regionally accredited college or university
- Submission of completed application for admission
- An official copy of academic transcripts from all colleges and universities attended
- Two letters of reference that focus on the candidate's potential success in graduate education
- A 1000 word statement of purpose.
- If English is not the applicant's first language, the Test of English as a Foreign Language (TOEFL) score is required and considered pursuant to the International Student requirements below.

## International Student Admission Requirement

International applicants are strongly encouraged to apply for admission to Albany State University's Graduate Programs in Business. In addition to the standard application procedure, there are several additional steps that must be taken.

- Statement of Financial Responsibility
- Affidavit of Support
- TOEFL - Must be submitted unless English is the native language. Minimum scores: 500 (Paper Based Test), 173 (Computer Based Test), 61 (Internet Based Test)
- WES - (Evaluation of Foreign Educational Credentials) - Transcripts from institutions outside the United States must first be submitted to World Education Services, Inc. for a course by course evaluation before being mailed to the Director of Admissions
- VISA / PASSPORT copy
- Certificate of F-1 eligibility
- I-20 (If you are coming from another U.S institution, a copy of your I-94 and I-20 are required). Once the applicant's file is completed and an admission decision has been made, the International Student Coordinator will send the student an I-20 Form, enabling the student to Apply for a VISA

## Regular Admission

Regular admission to the MBA degree program is granted to those applicants who meet the above general requirements and have earned a minimum undergraduate grade-point average (GPA) of 3.0 on a 4.0 scale over the last 60 hours of undergraduate enrollment.

Applicants who have completed a business-related master's or higher degree from a regionally accredited college or university may be admitted unconditionally. (An official transcript showing completion of a master's or higher degree will be required.)

## Provisional Admission

"Provisional Admission" to the MBA degree program is granted to those applicants who fail to meet the minimum 3.0 (GPA) for regular admission. To be accepted provisionally, the applicant must have an overall \*(GPA) between 2.5-2.99 on a 4.0 scale from a regionally accredited college or

university earned during the student's last 60 hours of enrollment. (Those earning below a 2.5 GPA will not be admitted to the MBA program.)

MBA students in provisional admission status are eligible to take 9 semester hours of approved MBA graduate level courses and must earn a minimum grade of "B" in each of their approved three initial, consecutive MBA courses, in order to be eligible for consideration for "regular admission."

A grade of less than "B" in any one of these courses will result in termination from the program. (MBA courses or other graduate level courses taken prior to being granted provisional status do not count toward fulfilling the requirement of three consecutive courses with a minimum grade of "B" in each course). Students not satisfying the conditional admission requirements will be dropped from the university for one calendar year but may apply once for readmission to the MBA program.

## Non-Degree Program

Applicants not desiring to seek an MBA, but who only want to take graduate MBA courses may be admitted in non-degree status for a maximum of nine semester hours of coursework. These courses will not count toward an MBA degree at ASU. The applicant for such non-degree courses must have either earned a baccalaureate degree or have senior undergraduate standing with at least an overall 3.0 institutional GPA and approval of the Dean of the College of Business, Education, and Professional Studies. The non-degree status allows a student to develop proficiency in a particular area of interest or to work on certifications; it is not considered an admission status to the MBA Program.

A student admitted to the graduate program remains in the original academic status at the time of admission, until notified in writing by the Office of the Graduate Admissions of the approval of a change in status.

## Transient Admission

MBA or Master-level students in good standing enrolled in a graduate-level degree program at another university may enroll in the ASU MBA program as a transient student. No more than nine hours of MBA coursework can be taken in transient status.

## Planned Degree Program

Within the first semester of being admitted into "regular admission status", the student is required to complete a planned degree program of study with the advice and approval of the MBA Director. Copies of this plan will be filed with the Graduate Admissions Office and the MBA Director's Office. An application for graduation must be completed at least one semester prior to the anticipated semester of graduation. The original copy of the approved degree program is to be submitted with the application for graduation. The graduation application is obtained from the Office of the Registrar.

## Advisement

Upon admission to the program, each student will be advised by the MBA Director who, in consultation with the student, will plan the program of study and provide continued supervision and guidance.

## MBA Orientation

New Students are required to attend an Orientation Session at the beginning of the semester (usually within the first two weeks).

## MBA Degree Options

- General MBA (30 semester hours)
- MBA with Accounting Concentration (33 semester hours)
- MBA with Healthcare Management Concentration (33 semester hours)
- MBA with Supply Chain & Logistics Concentration (33 semester hours)
- MBA with Public Administration Concentration (30 semester hours)

## MBA Prerequisites

All students without a Bachelor of Science Degree in Business Administration or with a Bachelor of Science Degree in Business Administration which is more than five years old, need to take and pass the In-Bound Entrance Exam offered by Peregrine Assessments. If the student is unsuccessful in earning a passing grade in any of the modules (consisting of management, quantitative analysis, finance and accounting, economics and marketing), they must complete Peregrine's Academic Leveling Courses before registering for the MBA courses.

## Academic Standing

The College of Business, Education, and Professional Studies is committed to offering high quality, academically rigorous graduate degree courses in Business Administration. A minimum of a 3.0-grade point average is required for graduation. A student who does not maintain a 3.0 GPA will be placed on scholastic warning. The Dean of the Graduate School will issue an official warning. A grade of "D" in any MBA course is unacceptable, and the course must be repeated.

## MBA Capstone Project

A critical component of the MBA curriculum constitutes the MBA Capstone Project. Students entering the program effective Fall 2015, are required to complete an MBA Capstone Project and present it before the faculty and/or area business professionals in their final graduating semester. The Capstone project should demonstrate the ability to integrate knowledge gained from the courses completed and apply it to a practical business-related problem.

## Scholastic Termination

An MBA student's enrollment will be terminated from the program for any one of the following reasons:

- Failure to achieve a 3.0 cumulative GPA by the end of the next nine semester hours of enrollment immediately following scholastic warning;
- Failure to achieve a grade of "B" or better in each course for the first nine semester hours taken under provisional admission status;
- Earning an "F" in any graduate MBA course;
- Failure to earn a grade higher than "D" in the first re-attempt of a course in which a grade of D was made;
- Failure to complete and pass the MBA Capstone Project. (Students have two chances to pass the MBA Capstone before termination is affected.)

## Credit Load

The normal MBA course load is 6 hours per semester with full-time students taking 12 hours. Authorization from the Dean of the College of

Business, Education, and Professional Studies is required for a course load above 12 semester hours.

## Time Limit for Completion of Degree

The maximum time allowed for the completion of the MBA degree is six (6) calendar years from admission into the program under either provisional or regular status. Students inducted into military service, or subjected to other circumstances beyond their control, may apply to the Dean of the College of Business, Education, and Professional Studies for an extension of time.

## Transfer and Other Credit

A minimum of 27 semester hours of the Master's degree program required courses must be earned in coursework offered by Albany State University. All graduate programs require a minimum of 30 semester hours. A maximum of six credit hours of graduate-level work may be transferred from another accredited institution to the MBA program for the purpose of partially fulfilling requirements for the MBA degree. All transfer and other credits are subject to the following requirements:

- For graduate level courses, only those in which a grade of "B" or better was earned and coursework offered for transfer credit must not have been used in fulfillment of another degree.
- At the time of application, a petition for transfer credit must be filed with the MBA director along with a copy of the course description for the institution's academic catalog.
- The graduate program required course must be less than 6- year-old by date of graduation.

## MBA, General Curriculum (30 Semester Hours)

Code	Title	Semester Hours
ACCT 6101	Accounting for Managers	3
ECON 6106	Managerial Economics	3
FINC 6101	Financial Management	3
MGMT 6108	Quantitative Methods for Decision Making	3
MGMT 6110	Organization Change and Development	3
MGMT 6199	Strategic Management: An Integrated Capstone Approach	3
MKTG 6170	Marketing Management	3
Select any three (3) 6000 Level Management Electives		9
BUSA 6105	International Business	
MGMT 6105	The Legal Environment of Business	
MGMT 6120	Leadership and Cross-Cultural Management	
MGMT 6125	Advanced Human Resource Management	
MGMT 6127	Small Business Management and Entrepreneurship	
<b>Total Semester Hours</b>		<b>30</b>

## General MBA Program of Study

Course	Title	Semester Hours
<b>Fall</b>		
ACCT 6101	Accounting for Managers	3
MKTG 6170	Marketing Management	3

MGMT 6110	Organization Change and Development	3
MGMT 6000 Level Elective		3
<b>Semester Hours</b>		<b>12</b>
<b>Spring</b>		
FINC 6101	Financial Management	3
MGMT 6108	Quantitative Methods for Decision Making	3
ECON 6106	Managerial Economics	3
MGMT 6000 Level Elective		3
<b>Semester Hours</b>		<b>12</b>
<b>Summer</b>		
MGMT 6199	Strategic Management: An Integrated Capstone Approach	3
MGMT 6000 Level Elective		3
<b>Semester Hours</b>		<b>6</b>
<b>Total Semester Hours</b>		<b>30</b>

### Management Electives

Code	Title	Semester Hours
BUSA 6105	International Business	3
MGMT 6105	The Legal Environment of Business	3
MGMT 6120	Leadership and Cross-Cultural Management	3
MGMT 6125	Advanced Human Resource Management	3
MGMT 6127	Small Business Management and Entrepreneurship	3

### MBA, Accounting Curriculum (33 Semester Hours)

Code	Title	Semester Hours
ACCT 6101	Accounting for Managers	3
ECON 6106	Managerial Economics	3
FINC 6101	Financial Management	3
MGMT 6110	Organization Change and Development	3
MGMT 6199	Strategic Management: An Integrated Capstone Approach	3
MGMT 6108	Quantitative Methods for Decision Making	3
MKTG 6170	Marketing Management	3
Required Accounting Electives		
ACCT 6102	Managerial/Cost Accounting II	3
ACCT 6112	Advanced Auditing I	3
ACCT 6131	Advanced Accounting I	3
ACCT 6141	Municipal Accounting	3
<b>Total Semester Hours</b>		<b>33</b>

### Accounting MBA Program of Study

Course	Title	Semester Hours
<b>Fall</b>		
ACCT 6101	Accounting for Managers	3
MKTG 6170	Marketing Management	3
MGMT 6110	Organization Change and Development	3

ACCT 6000 Level Elective		3
<b>Semester Hours</b>		<b>12</b>
<b>Spring</b>		
FINC 6101	Financial Management	3
MGMT 6108	Quantitative Methods for Decision Making	3
ECON 6106	Managerial Economics	3
ACCT 6000 Level Elective		3
<b>Semester Hours</b>		<b>12</b>
<b>Summer</b>		
MGMT 6199	Strategic Management: An Integrated Capstone Approach	3
ACCT 6000 Level Elective		3
ACCT 6000 Level Elective		3
<b>Semester Hours</b>		<b>9</b>
<b>Total Semester Hours</b>		<b>33</b>

### Accounting Electives

Code	Title	Semester Hours
ACCT 6102	Managerial/Cost Accounting II	3
ACCT 6112	Advanced Auditing I	3
ACCT 6141	Municipal Accounting	3
ACCT 6131	Advanced Accounting I	3

### MBA, Healthcare Curriculum (33 Semester Hours)

Code	Title	Semester Hours
ACCT 6101	Accounting for Managers	3
ECON 6106	Managerial Economics	3
MGMT 6108	Quantitative Methods for Decision Making	3
MGMT 6110	Organization Change and Development	3
MGMT 6199	Strategic Management: An Integrated Capstone Approach	3
MKTG 6170	Marketing Management	3
PADM 5321	Foundations of Health Care Finance	3
Required Healthcare Electives		
MGHC 6000	Quality Management and Leadership in Healthcare	3
MGHC 6108	Advanced Health Policy and Legal Issues	3
MGHC 6240	Research in Healthcare and Evaluation	3
MGHC 6300	Health Information Systems	3
<b>Total Semester Hours</b>		<b>33</b>

### Healthcare MBA Program of Study

Course	Title	Semester Hours
<b>Fall</b>		
ACCT 6101	Accounting for Managers	3
MKTG 6170	Marketing Management	3
MGMT 6110	Organization Change and Development	3
MGHC 6000 Level Elective		3
<b>Semester Hours</b>		<b>12</b>

Spring		
ECON 6106	Managerial Economics	3
FINC 6101	Financial Management	3
MGMT 6108	Quantitative Methods for Decision Making	3
MGHC 6000	Level Elective	3
<b>Semester Hours</b>		<b>12</b>
Summer		
MGMT 6199	Strategic Management: An Integrated Capstone Approach	3
MGHC 6000	Level Elective	3
MGHC 6000	Level Elective	3
<b>Semester Hours</b>		<b>9</b>
<b>Total Semester Hours</b>		<b>33</b>

Spring		
FINC 6101	Financial Management	3
MGMT 6108	Quantitative Methods for Decision Making	3
ECON 6106	Managerial Economics	3
LOGM 6000	Level Elective	3
<b>Semester Hours</b>		<b>12</b>
Summer		
MGMT 6199	Strategic Management: An Integrated Capstone Approach	3
LOGM 6000	Level Elective	3
LOGM 6000	Level Elective	3
<b>Semester Hours</b>		<b>9</b>
<b>Total Semester Hours</b>		<b>33</b>

### Healthcare Electives

Code	Title	Semester Hours
MGHC 6108	Advanced Health Policy and Legal Issues	
MGHC 6300	Health Information Systems	
MGHC 6240	Research in Healthcare and Evaluation	
MGHC 6000	Quality Management and Leadership in Healthcare	

### MBA, Supply Chain & Logistics Curriculum (33 Semester Hours)

Code	Title	Semester Hours
ACCT 6101	Accounting for Managers	3
ECON 6106	Managerial Economics	3
FINC 6101	Financial Management	3
MGMT 6108	Quantitative Methods for Decision Making	3
MGMT 6110	Organization Change and Development	3
MGMT 6199	Strategic Management: An Integrated Capstone Approach	3
MKTG 6170	Marketing Management	3
Required Supply Chain & Logistics Electives		12
LOGM 6101	Global Supply Chain Management	
LOGM 6105	Procurement and Contract Management	
LOGM 6111	Analytical Methods in Supply Chain Analysis	
LOGM 6113	Advanced Quality Management	
<b>Total Semester Hours</b>		<b>33</b>

### Supply Chains & Logistics MBA Program of Study

Course	Title	Semester Hours
Fall		
ACCT 6101	Accounting for Managers	3
MKTG 6170	Marketing Management	3
MGMT 6110	Organization Change and Development	3
LOGM 6000	Level Elective	3
<b>Semester Hours</b>		<b>12</b>

### Supply Chain & Logistics Electives

Code	Title	Semester Hours
LOGM 6101	Global Supply Chain Management	
LOGM 6105	Procurement and Contract Management	
LOGM 6111	Analytical Methods in Supply Chain Analysis (MGMT 6108 prerequisite)	
LOGM 6113	Advanced Quality Management	

### MBA, Public Administration Curriculum (30 Semester Hours)

Code	Title	Semester Hours
ACCT 6101	Accounting for Managers	3
ECON 6106	Managerial Economics	3
PADM 5302	Public Budgeting & Financial Management	3
MGMT 6108	Quantitative Methods for Decision Making	3
MGMT 6110	Organization Change and Development	3
MGMT 6199	Strategic Management: An Integrated Capstone Approach	3
MKTG 6170	Marketing Management	3
Select any three (3) 5000 Level Public Administration Electives		9
PADM 5011	Public Administration: Scope, Development, and Ethical Environment	
PADM 5200	The Administrative State	
PADM 5501	Management Information Systems (MIS) for Public Management	
PADM 5781	Introduction to Public Policy <sup>1</sup>	
<b>Total Semester Hours</b>		<b>30</b>

<sup>1</sup> This course is recommended as a requirement.

### MBA-Public Administration Program of Study

Course	Title	Semester Hours
Fall		
ACCT 6101	Accounting for Managers	3

MGMT 6110	Organization Change and Development	3
MKTG 6170	Marketing Management	3
PADM Level Elective		3
<b>Semester Hours</b>		<b>12</b>
<b>Spring</b>		
ECON 6106	Managerial Economics	3
PADM 5302	Public Budgeting & Financial Management	3
MGMT 6108	Quantitative Methods for Decision Making	3
PADM Level Elective		3
<b>Semester Hours</b>		<b>12</b>
<b>Summer</b>		
MGMT 6199	Strategic Management: An Integrated Capstone Approach	3
PADM Level Elective		3
<b>Semester Hours</b>		<b>6</b>
<b>Total Semester Hours</b>		<b>30</b>

## Public Administration Electives

Code	Title	Semester Hours
PADM 5011	Public Administration: Scope, Development, and Ethical Environment	
PADM 5200	The Administrative State ((Required))	
PADM 5501	Management Information Systems (MIS) for Public Management	
PADM 5781	Introduction to Public Policy	

### ACCT 6101. Accounting for Managers. (3 Credits)

This course is designed to familiarize the student with applications of accounting data in decision making; cost analysis is applied in the development of budgets; and standards as an accounting tool for cost control and pricing. A case problem that requires students to interpret and discuss their analysis in the context of managerial decision-making is used. Offered: Fall.

### ACCT 6102. Managerial/Cost Accounting II. (3 Credits)

This is a study of budgeting, standard costing, cost-volume profit analysis, performance evaluation, and variable costing. also covers new developments in the area of costing Prerequisite: ACCT 6101 Offered: Fall .

### ACCT 6107. Accounting Theory. (3 Credits)

The study of the conceptual theory underlying accounting and the development of accounting principles within conceptual theory. Emphasis is placed on accounting objectives and the cost, revenue, income, asset, and equity concepts. Offered: Summer.

### ACCT 6112. Advanced Auditing I. (3 Credits)

A detailed study of audit procedures includes audit sampling, tests of controls, and substantive tests. Prerequisite: ACCT 6101 Offered: Summer .

### ACCT 6131. Advanced Accounting I. (3 Credits)

This course is a study of financial accounting and reporting related to partnerships, branches, segmental and interim reporting. Prerequisite: ACCT 6101 Offered: Spring .

### ACCT 6141. Municipal Accounting. (3 Credits)

Fund theory, generally accepted accounting principles, and accounting practice and reporting for state and local governments. Prerequisite: ACCT 6101 Offered: Summer .

### BUSA 6100. Independent Study In Business Administration. (3 Credits)

Special research projects undertaken by MBA students under the direction of the MBA graduate faculty. Students are required to conduct independent research and write scholarly papers. Offered: Student demand.

### BUSA 6105. International Business. (3 Credits)

Introduction to international business and the multinational corporation. Topics include development of international business, the institutional and economic environment of global business, legal and socioeconomic factors affecting multinational corporations, and the planning and operation of international business. Offered: Spring.

### ECON 6106. Managerial Economics. (3 Credits)

This course emphasizes applications of microeconomic theory in strategic business decision making. Each student is required to produce an applied research paper in economics or business with empirical results from estimated statistical model(s). Prerequisite: MATH 1113, ECON 2106, ECON 3205 or their equivalent courses. Offered: Spring.

### FINC 6101. Financial Management. (3 Credits)

This course provides comprehensive overview of the functional concepts of the finance function with specific emphasis on the decision-making techniques relevant to financial and non-financial managers. Topics include valuation of future cash flows, capital budgeting, risk and return, cost of capital, and long-term financial policy. Offered: Spring.

### LOGM 6101. Global Supply Chain Management. (3 Credits)

This course presents the key concepts of supply chain management using the most successful supply chains around the globe. The course will place a special emphasis on the role of supply chain as a key strategic core competency. The course includes topics such as inventory management, forecasting, location decisions, and resource planning. Offered: Fall.

### LOGM 6105. Procurement and Contract Management. (3 Credits)

This course discusses the most important aspects of the procurement and sourcing processes. Using procurement as a strategic tool and its influence on major functional activities in an organization is discussed in this course. The course describes the flow of sourcing and procurement decisions using illustrative examples and case studies. Offered: Spring.

### LOGM 6111. Analytical Methods in Supply Chain Analysis. (3 Credits)

This course presents key analytical tools commonly used during the design and optimization of Logistics and Supply Chain systems. The course applies tools such as linear and integer programming, simulation, and cost modeling to solve supply chain problems. Offered: Summer.

### LOGM 6113. Advanced Quality Management. (3 Credits)

This course covers advanced Lean Six Sigma tools used to for improving processes, reducing process variability, and systematically eliminate waste. This course covers the DMAIC (Define, Measure, Analyze, Improve, and Control) phases of Six Sigma and the lean concept by focusing on problem solving techniques and methodologies. Offered: Summer.

### MGHC 6000. Quality Management and Leadership in Healthcare. (3 Credits)

This course examines the concepts of continuous improvement and quality management, viewing quality as a systematic process that improves customer satisfaction. Methodologies that will aid managers in assuring that the organization's quality system is effective in meeting the organization's continuous improvement goals. Emphasis will be placed on the need for incremental measures of quality care and continuous improvement strategies. Additionally, formal quality assessment procedures, regulatory agencies, and schools of thoughts on quality management will be reviewed. Offered: Fall.

**MGHC 6108. Advanced Health Policy and Legal Issues. (3 Credits)**

This course concentrates on health policy issues in the planning, delivery, and organization of health services. Examination of policy issues focuses on the relative roles of the public and private sectors and the control procedures used to implement these policies. Legal, ethical issues and problems will be addressed. Their resolutions are presented within a decision-making framework. Theories and principles of ethical decision-making will provide a framework for the analysis and resolution of ethical dilemmas. A historical and current examination of the law as related to health care decision making process will be included. Offered: Spring.

**MGHC 6240. Research in Healthcare and Evaluation. (3 Credits)**

This course is designed to provide students with the technical skills in health services research, including program evaluation. Emphasis will be on survey research methods and analytical epidemiology. Collection and analysis of health services data will be followed by an evaluative process for healthcare decision making. Offered: Summer.

**MGHC 6300. Health Information Systems. (3 Credits)**

This course focuses on the critical role of e-health and information systems in the planning, operation, and management of health care organizations. Topics addressed include the design, analysis, selection, implementation, operation, and evaluation of health information systems in a variety of settings such as health centers, hospitals, and medical practices. Offered: Summer.

**MGMT 6105. The Legal Environment of Business. (3 Credits)**

Develops an understanding of the interrelationships of law and society and an awareness of the need to recognize the conflicting rights and duties which lead to the formation of law, together with the impact such law has on the business community. Offered: Spring.

**MGMT 6108. Quantitative Methods for Decision Making. (3 Credits)**

This course introduces students to the major quantitative techniques used in management decision making. Topics include deterministic and probability models, decision theory, game theory, linear programming, production planning, operating technology, simulation, dynamic programming and advanced applications of statistics. Computer applications are emphasized. Offered: Spring.

**MGMT 6110. Organization Change and Development. (3 Credits)**

This course as an academic study and professional practice, with a focal point in business consulting is concerned with making organizations better, in terms of efficiency, productivity and competitiveness. Different aspects pertaining to employee behavior, culture, structure, leadership, and teamwork are enhanced through systematic study of individual, group, and organizational processes. The pedagogical approach is experiential, to hone competencies necessary to emerge as successful change agents skilled in humanistic interventions and behavioral science knowledge. Offered: Fall.

**MGMT 6120. Leadership and Cross-Cultural Management. (3 Credits)**

The goal of this class is to provide students with a theory based, integrative, hands-on, practical view of leadership. The many debates and controversies within the field of leadership are presented, emphasizing integration of the concepts, and distilling useful and practical concepts from each theory while taking a cross cultural perspective. Offered: Fall.

**MGMT 6125. Advanced Human Resource Management. (3 Credits)**

This advanced level graduate course on Human Resources Management, allows students to critically review and appraise different aspects of managing human resources within a dynamic, legal, social, and economic environment currently constraining organizations. Topics such as human resource strategy, job analysis, recruitment and selection methods, training and development methods, performance appraisal systems, compensations and benefits packages, labor relations and labor laws are covered to provide students with thorough and in-depth knowledge on all HR related functions and responsibilities. Offered: Summer.

**MGMT 6127. Small Business Management and Entrepreneurship. (3 Credits)**

Involves the student under faculty supervision in current, real-life small business problem-solving situations. Actual cases embrace marketing, finance, accounting, and management decisions. Offered: Summer.

**MGMT 6199. Strategic Management: An Integrated Capstone Approach. (3 Credits)**

This course can be taken only after completion of at least 21 hours of MBA courses. The purpose of the course is to give the student an opportunity to develop and appreciate skills and perspectives, capabilities needed by higher-level leaders and managers in all types of organizations. Emphasis is given to the integration of subject matter from all business courses and other disciplines in formulating, implementing, and evaluating cross-functional decisions that enable the organization to achieve its goals and objectives. Comprehensive analysis of organizations in a wide variety of situations is conducted. This is the capstone MBA course. Offered: Fall, Spring & Summer.

**MKTG 6170. Marketing Management. (3 Credits)**

Designed to highlight the difference between product marketing and the marketing of services and to provide students who are interested in pursuing careers in the service sector of the economy with a more in-depth coverage of the services area than is presently available in the traditional product marketing courses. Offered: Fall.