Course Descriptions

COURSE NUMBERS

The course-numbering system indicates the college level at which courses are normally taken.

NUMBERING SYSTEM GUIDE

001-009	precollege course-no credit
010-099	credit granted but not applicable to graduation
100-199	primarily for first-year students
200-299	primarily for second-year students
300-499	primarily for upper division students
500-599	graduate courses
600-799	doctorate courses

At the end of each description, course credits are listed. Courses with variable hours and credits are so indicated.

CENG – COMMUNITY ENGAGEMENT

CENG 701 Seminar in Community Engagement (3)

The Seminar in Community Engagement is designed to introduce students to an overview of the body of knowledge to be studied, paying particular attention to community engagement theory, and the practice of community engagement through observation and study along with a discussion on the definition of communities and community engagement including topics such as conflict management, community needs assessment, sustainability, leadership, and communication

CENG 702 Comparative Organizational Systems (3)

In the study of organizational systems, leaders, researchers, and consultants are taking a comprehensive approach to understand the complexity of our work and living environments. Leaders are examining the interrelationships of people and the organizational structures with attention to how structures catalyze behaviors that determine events, outcomes, growth, and the alignment of human and organizational needs and interests. This multilevel, comparative approach to the study of organizational systems will give students the opportunity to examine and critique organizational system design (OSD) models, organizational sub-systems, and the internetwork dynamics engaged throughout the meta, macro, meso, and micro domains. Students will focus on the application, alignment, and development of OSD and the interdependent networks and integral models for implementation in a variety of domains. Students will identify and map the mindset, competencies, and approaches taken by *intrapreneurs*—i.e., internal change agents that challenge the structures and concomitant systems that belay organizations and people. Upon completion of this course, students will be able to identify, analyze, understand and deftly serve on an OSD and implementation effort.

CENG 703 Leadership, Ethics and Social Responsibility (3)

In this course, students explore the reverberation of leadership, good governance that embodies moral symmetry, and ethical as well as unethical practices imbuing our communities. Students examine the concept and application of moral symmetry, the needs and expectations of the citizen sector, and the complexity of leadership as governance. Community-centric leadership will be studied through the lens of stewardship, servant-leadership, and spiritual leadership frameworks. Community-centric leadership will be studied through the lens of stewardship, servant-leadership, and spiritual leadership frameworks . Topics including conflict management, program failure and restructuring and human resource management will be discussed.

CENG 704 Public Policy, Advocacy and Social Justice (3)

This course addresses the formulation and implementation of public policies that seek to end diverse inequalities. The course will examine relevant historical issues, theories, and empirical data, emphasizing critical analysis and application of knowledge. Specifically, this course will explore definitions of equality and their implications for public policy, the role of issue definition, and agenda setting in policymaking. This course will also address current advocacy tools and help students to imagine how to utilize advocacy in own practice of creating social change.

CENG 705 Program Design, Implementation and Evaluation (3)

Practical skills will be learned regarding the creation and implementation of programs related to community building, health initiatives/services, and non-profit organizations. The course will include necessary knowledge of local and federal restrictions and support, coalitions, technical assistance and local community partnerships. Program evaluation and assessment skills will be taught.

CENG 706 Social Entrepreneurship (3)

Throughout this course, students will explore the breadth of social entrepreneurship and the resonance of innovation, co-creating change. This course gives students the opportunity to examine the human ecosystem and community frameworks that inform and catalyze the change-maker: *the social entrepreneur*. Students will delve into the work of the social entrepreneur and compile a contemporary profile of a recognized change-maker. Students will determine and offer a reflective account discussing the wave, or stage, in which he or she is entering this conversation. The course is designed as a social lab, with student teams addressing complex social challenges at the local, regional, national, or global level. The social labs in this course can focus on, however are not limited to: equity, justice and social inclusion, poverty and homelessness, empathy initiatives, sustainability and economic citizenship, health and nutrition, health and human services, quality of living initiatives, transforming the media, climate and ecological sustainability, social innovation, social investment and resource development, social entrepreneurship peer-groups and mentor programs. Teams will develop and submit a case-study/meta-analysis of their social lab work and experience

CENG 709 Quantitative Research Methods I (3)

This course will provide the doctoral candidate with the fundamental knowledge and skills in quantitative research methods in educational research that are used to conduct the doctoral dissertation. Course content will prepare candidates for the tasks of: a) formulating theory and research-based hypotheses; b) developing a quantitative research design related to the hypotheses; c) developing a research plan that provides a detailed description of the proposed study including the sampling plan, instruments, and data collection techniques; and, d) analyzing data using statistical software (SPSS, EXCEL). Upon the successful completion of this course, students will be able to demonstrate the skills of specifying testable hypotheses and then designing a proposed methodology that identifies how the research design will be implemented. Prime emphasis will be placed on hypothesis testing, examining relationships between constructs and/or the advancement of educational theory using the scientific method. Specific focus will be given to examining the methodology of survey research, experimental design and quasi-experimental design. Attention will also be given to the analysis of quantitative data using statistical software packages that are well-suited to social scientific research.

CENG 710 Quantitative Methods II (3)

This course will provide advanced study of applications of quantitative methods. This course is designed as a continuation of Quantitative Methods I. It will contain advanced study of techniques appropriate to analysis of data from tests and surveys; group-experimental and quasi-experimental design; selected multivariate procedures and factor analysis. Students will learn through a combination of text reading assignments, critical analysis of professional journal articles, and hands-on experience in using a computer program for data analysis , and application activities. Students will be expected to identify and report on quantitative methods used in published research, to analyze data using the Statistical Package for Social Sciences. (SPSS) and to provide written reports of methodology and results.

CENG 711 Qualitative Research Methods I (3)

This course will provide the doctoral candidate with the fundamental knowledge and skills in qualitative research methods in educational research that are used to conduct doctoral dissertations. Course content will prepare candidates for the tasks of: a) specifying an initial set of research questions for the qualitative study based on theory and prior research; b) formulating a qualitative research plan related to the set of research questions; c) developing a qualitative research plan that identifies the overall approach that will be used in the dissertation; c) developing a research plan that provides a detailed description of the methodology including the proposed site and sample selection, instruments, data collection techniques; and, d) qualitative data analysis. Upon the successful completion of this course, the student will be able to demonstrate an understanding of the types of problems for which qualitative methods are well suited and the skills needed to design and conduct a high quality dissertation using qualitative research methods.

CENG 712 Qualitative Research Methods II (3)

This course will broadly introduce students to the theories, methods, and interpretive skills of qualitative research. Specifically, students will learn participatory, action research including community identification, empowerment theory, participant criteria selection and retention, organization evaluation and assessments as well as creating partnerships and action plans in the identified

community. Students will be trained in ethnography including creation of protocols and field notes, knowledge of interviewing skills as well as the identification of gatekeepers and key informants. Students will gain knowledge of critical discourse analysis, which will include the collection of relevant archival data and subsequent genealogical analysis. Finally, an understanding of the Point Park University institutional review board process will be offered, including confidentiality, de-identification and safety of participants.

CENG 713 Community Engagement Practicum (3)

This field-based mentor-led practicum is designed to give the prospective leader practice working within a community leading a social change project. the practicum should cover a broad range of administrative responsiblities including, but not limited to: leadership, program development, advocacy, legal issues and responsibilities, the role of the leader in building community relations, and professional development. Collaboration with community members is considered vital and necessary for the student's professional development during the practicum experience. The on-site mentor will assist the student by providing opportunities that coincide with the student's identified objectives and goals.

CENG 714 Theoretical Perspectives in Community Engagement (3)

In this course, students will survey different aspects of social theory from its classical roots to contemporary branches. Students will be encouraged to view theories as ideas that 1) are able to explain, and predict social phenomenon and 2) may be integrated and expanded upon to explain, understand, and predict social phenomenon. Upon the successful completion of this course, students will be able to identify and discuss the thoughts and ideas of major theorists who inform our understanding of community. Students will be able to articulate and evaluate the importance of classical and contemporary theories for the understanding, research, and explanation of contemporary social issues. Specific focus will be placed on coherently describing, discussing, critiquing and applying social theories to contemporary social issues.

CENG 720 Assessment and Evaluation of Decision Making Methods (3)

Examines individual and organizational decision-making processes drawing upon decision-making theory. Cognitive aspects of decision processes will be addressed as well as the role of more irrational dynamics such as emotion, conflict, incentives, power, and ambiguity. The course will explore models and methods for assessing and evaluating personal and organization decisions.

CENG 725 Business Leadership (3)

This course focuses on four major areas of Business Leadership, including Law, Economics, Finance and Accounting. In the Law area, students will explore laws as they pertain to not-for-profit and government agencies with an emphasis on compliance. In the Economics area, students will explore economic principles that are applicable to community engagement. In the area of Finance and Accounting, students will analyze financial reports and interpret financial data with an emphasis on budgeting.

CENG 730 Fundraising and Development (3)

This course introduces the distinguishing qualities of American philanthropy and examines the roles and responsibilities of a professional fundraiser in a nonprofit organization. Students will investigate the fundamental theories behind designing and implementing a robust fundraising plan including the development of a case statement, effective data management and leading and building a fundraising team. Students will explore the motivations of individual donors, ascertain the sources of contributed funds, discern the internal and external forces affecting fundraising, and survey new and emerging fundraising techniques. Students will also gain practical experience in writing an annual fund appeal, researching foundations, composing a grant proposal and developing a fundraising plan.

CENG 735 Strategic Communications Methods (3)

Students will explore the various communications tactics and media that government, social service and corporate entities employ to aid in accomplishing mission goals and growth objectives. A major emphasis will include the exploration of communications programming that integrates direct communications with traditional and social media that permeate a complex, interrelated society. Students will gain the ability to research and evaluate media choices and match these choices to attain time and cost efficient strategic management. Areas of study will include public relations (public affairs), direct communications (events, interpersonal), advertising (paid and public service) and integrated marketing promotions. Throughout the course students will examine the impact of mass media on society, culture and major issues that impact all organizations. Grant proposal research and follow up will be addressed. Frequent presentations by successful professional communications directors and news media professionals will engage students with key players in the communications world and best practices for communications management.

CENG 740 Sustainability and Community Development (3)

This course will examine the ecological (scientific), economic, legal and ethical aspects of sustainability as it applies to community development.

CENG 745 Psycho/Social Community Engagement (3)

A phenomenological account of community recognizes community as an experience; a welcoming of all others and as a moment of responsibility and action for others without automatic recourse to reified missions, rules of engagement, ideologies and values. Further, community as a phenomenon (*communitas*) avoids making others into the same (assimilation) or simply tolerating or reveling in our differences. Community then becomes co-munis, with service and solicitude to the common. This course will search for the common as defined as our shared and willing burdens, which bring us together. With the shared burdens of community as resolute and not absolute, students will discover an engaged, ethical place to stand with and on behalf of others.

CENG 750 Cultivating Networks and Community Development (3)

Examines how networking can contribute to the well-being of communities and civil society. Identifies ways that community development can utilize networking as a skilled and strategic intervention, and criteria for building and evaluating networking practices in order to enhance community engagement and empowerment.

CENG 755 Community Engagement in the Arts (3)

This course will examine the social, cultural, artistic, philosophical and ethical content and context of community engagement in the arts. The course will focus on relationship building between communities and arts organizations/individuals, and through a community art project or arts/arts education programming, develop a systemic process that motivates both sides to take social action and experience change. Students will utilize research, analysis, lectures, assigned readings, group discussions, consistent interaction with community/arts leaders and members, and local and cultural resources to contribute to a mutually satisfying vision and develop artistic projects/programming that will benefit the community.

CENG 790 Dissertation Seminar (3)

The Dissertation Seminar will prepare the student for the dissertation process by allowing them the opportunity to do individualized, directed research in their area of interest with their dissertation committees. The student will develop and refine research problems, reviews of literature that justify the research problem, and methodologies that best address the research question(s). During the individualized seminar course, students will write several drafts of various parts of the dissertation document. The student's committee members will provide critique and feedback.

CENG 795 Special Topics in Community Engagement (3)

CENG 796/797/798 Dissertation Writing I, II, and III (3)

Each candidate will work with a Dissertation Chair and at least two other committee members, to finalize and defend the first three chapters of the dissertation, which had been developed during the Dissertation Seminar: Statement of the Problem; Literature Review; and Methodology. The proposal will be submitted to the Point Park University Institutional Review Board (IRB), and after IRB approval, the candidate will conduct the research and write the final two dissertation chapters: Findings and Analysis; and Discussion and Recommendations for Future Research. The final defense will be held before the Dissertation Committee (the voting members), but be open to the academic community and any members of the larger community who may have relevance in the dissertation topic. The Dissertation Committee will deliberate privately immediately following the defense and announce findings to the candidate.

CENG 799 Dissertation Writing IV (3)

This course will serve as a continuation of Dissertation Writing III. Students will complete their research and writing and be guided in the completion of edits required by their dissertation committee. Students will prepare to defend their investigations. Candidates will also prepare future presentations and publications as well as present their ongoing dissertation research in either a poster or panel format at the annual Community Engagement Research Symposium.

CENG 800 Continuing Dissertation (3)

This course will serve as a continuation of Dissertation Writing IV for students who have not yet completed and defended their dissertation. Students will complete their research and writing and be guided in the completion of edits

required by their dissertation committee. Students will prepare to defend their investigations. Candidates will also prepare future presentations and publications. Prerequisites: CENG 796, CENG 797, CENG 798, CENG 799

MBA – MASTER OF BUSINESS ADMINISTRATION

MBA 511 Accounting for Managers (3)

This course provides an overview of financial and managerial accounting, with the focus upon the use of financial information within organizations to understand and analyze activities and operations. An objective is to develop an understanding of the basic structure and substance of a company's financial statements from a user's perspective. In addition, the course provides an understanding of planning and budgetary control systems and basic financial performance measurements.

MBA 514 International Economics (3)

The framework for international economic analysis is examined with respect to the global aspects of supply, and demand. International trade theories, geographic trade patterns, globalization, multinational corporations, and international variations of corporate and national economic policies are reviewed and evaluated.

MBA 517 International Finance (3)

This course provides an overview of the financial function including applications and sources of corporate funds relating to the money and capital markets. This course also examines the special risks and returns of international operations. Special financial considerations of beginning operations such as joint ventures in another country, different tax systems, foreign exchange valuation, altered working capital and long-term funding arrangements such as use of the Eurodollar and other capital sources are analyzed.

MBA 525 Intro to Supply Chain Management (3)

This course will provide a broad overview of corporate procurement and global supply chain practices both in the public and private sectors. Emphasis will be placed on the practice as a competitive advantage. Logistics, Inventory Planning, Negotiation Strategies, Contract Management, as well as other pertinent topics will be discussed. Students will gain a comprehensive understanding of the supply chain process through in-class presentations, discussions, and analyses of publications.

MBA 526 International Finance for Supply Chain Managers (3)

Utilizing GAAP, SEC, and other financial regulatory guidelines, this course will provide an in depth discussion on the need for supply chain professionals to communicate needs and results in the language of corporate finance. Students will gain a comprehensive understanding of the challenges of translating international supply chain concepts in the face of global monetary exchange rates, such as Cost Savings, Cost Avoidance, and Opportunity Cost into hard dollar reportable value.

MBA 527 Global Logistics & Demand Planning (3)

Students will gain an understanding of the importance of demand planning and the material movement of goods in the global supply chain process. The course will provide students the opportunities to explore various case studies and problem solve for real world solutions.

MBA 528 Supply Chain Technologies (3)

This course focuses on understanding the various technologies in use for managing and implementing a world-class global supply chain. Specific systems include MRP/ERP, Demand Forecasting, e-Sourcing, Inventory Control, SRM, TMS, and others.

MBA 531 International Marketing (3)

A study of the world-wide marketing environments to develop skills for international market analysis. Includes practice in designing marketing objectives and strategies for different national markets. Emphasis on specific methods

of market research capable of facilitating market analysis and competitive analysis. Students utilize appropriate policies concerning the product, its pricing, promotion and distribution as well as aspects of planning and organizing for the international marketplace.

MBA 540 Statistics and Quantitative Methods (3)

The class provides a general overview of statistical techniques and quantitative methods used in business and government. Probability theory and statistical decision models are covered. Non-parametric statistics and Analysis of Variance (ANOVA) techniques will be used. Forecasting, linear regression, and correlation analysis leading to computer use for solutions will be the basis for a class project. A grade of "B" or higher must be achieved by a student in this class to be able to continue in the MBA/ Business Analytics Concentration. Prerequisite: Undergraduate Statistics and/or Quantitative Management class. Dual Listed as MIS 510.

MBA 541 Cultures of International Business (3)

This course provides an overview of the socio-cultural dimensions of doing business in an increasingly global environment. Topics to be discussed include problems and challenges of intercultural communication, intercultural politics, issues of leadership and decision making, cultural change, diversity management and effective performance in the global marketplace.

MBA 542 Business Analytics (3)

The purpose of this class is for students to learn the emerging business analytical approaches, technologies, platforms, and applications that are used in leading organizations today. The use of statistics and related data science approaches allows for data-driven decision-making that eventually leads to better outcomes. This course provides a conceptual understanding and applications using Excel, SPSS, and Minitab. Students apply specific modeling techniques, such as linear and nonlinear programming, decision analysis, simulation, classification, regression, and clustering. An analytical view of decision-making is pursued by formalizing tradeoffs and constraints, providing for uncertainty, and applying sensitivity analysis. A project using actual company data for a series of decisions is the basis of the coursework. Prerequisite: MBA 540. Dual Listed as MIS 525.

MBA 543 Data Analysis and Visualization (3)

The goal of this course is to understand how visual representations can help in the analysis and understanding of complex data. Visualization is increasingly important in this era, as the use of data is growing in many different fields. This course enables students to develop data presentation visualizations that aid in the effective interpretation and explanation of the data, an explanation of the underlying data, and identification of trends that can be easily connected in order to explain relationships and interrelationships in the data. Several industry-based software packages, such as Tableau, will be used to visualize the data for easy interpretation. A concluding project will apply the tools to actual company data. Prerequisites: MBA 540, MBA 542 Dual Listed as MIS 530.

MBA 544 Applied Data Mining (3)

Data mining is about extracting useful patterns from raw data. The rapid growth of data storage and computing power available to analyze data creates valuable opportunities for data mining in business and other domains. This course provides a comprehensive introduction to data mining tools and techniques to enhance managerial decision-making. The common methods of data warehousing and retrieval will be examined. Applications will focus on marketing experience with an emphasis on customer relationship management (CRM) systems. The intention is to find out how companies learn about their customers by using information collected from these customers for segmentation, targeting, and positioning practices. A final research project will be based on popular analytic tools. Prerequisite: MBA 542

MBA 551 Applied SAEM Marketing (3)

This course will provide a strategic look at marketing concepts within the sport, arts and entertainment industries. Specifically, students will develop and evaluate strategic marketing plans that address consumer (fan/audience) behavior, creating high levels of customer service, developing brand loyalty (relationship marketing), applying research data, segmenting markets, promotions, and branding.

MBA 554 SAEM Fiscal and Resource Management (3)

This course will provide both a broad overview and detailed analysis of fiscal and resource management in the Sports, Arts and Entertainment industries including general management; business models and best practices; fiscal management including assets/liabilities, balance sheet, fiscal analysis, budgeting, operating vs capital asset, and more; asset management including human resource management and facility management; and more. Using best model practices, discussions, research, and provided materials, students will use and understand basic and advanced business models and structures in SAE including for-profit and not-for-profits models; management of said models including daily operating policies and procedures, daily fiscal management, artistic and programming management along with scheduling and usage; understanding of revenue streams; and ethical issues related to resource and fiscal management of a new or development SAE organization.

MBA 555 Business of Live Entertainment (3)

This course will focus on all aspects of the entertainment business within the sports, arts and entertainment industry. The course is designed to give graduate students a practical real world entertainment education. Key aspects to the course will include discussion, research, training, and writing/presenting about the core and advance principles of entertainment business including production, venue management, marketing/promotion, advertising, artist and talent management, the touring industry, professional and ethical behavior, record labels and media services, sponsorships, and ticketing operations.

MBA 560 Ethical Leadership and Sustainable Organizations (3)

This course examines how ethical leadership creates sustainable learning organizations, by helping students discover what values make a leader ethical and effective. This course exposes the student to concepts and theories of the ethical decision-making process so students can appraise the signs of an ethical dilemma in order to resolve conflict in an organization. Students will uncover how ethical leaders create trust and cooperation. Participants in this class will assess the values and principles that unite organizations to become sustainable in a global environment.

MBA 566 International Political Economy (3)

Examines the interplay of economic and political variables and their impact on the international sphere. Emphasis on the effect of the aforementioned variables on international institutional arrangements. Other topics of concern include political risk analysis, the activities of the multinational corporation and the dichotomies between developed and less developed countries.

MBA 570 Global Environment of Business (3)

This course introduces the global environment of multinational and transnational business operations. Topics to be discussed include the structures and processes of international business transactions as well as the impact of major economic, political, social and ecological issues. The positive and negative impacts of globalization will be assessed.

MBA 571 Legal Environment of Business (3)

The relationship of the business manager to the legal foundations of the business/economic system is considered through theory and case studies. The legal and regulatory climates in which businesses operate are examined. The impact of international laws such as the act of state doctrine, and the effects of U.S. legislation on multinational business operations will also be considered.

MBA 572 Marketing (3)

This class will examine contemporary marketing topics. Markets and their environments, goods and services from inception to final consumption will be discussed. Product, pricing, promotion and distribution issues will be analyzed. Moreover, aspects of planning and organizing for the domestic and international marketplace will be explored.

MBA 573 Corporate Finance (3)

The class will examine discounted cash flow techniques for decision-making applications. Topics to be examined will involve operational budgeting, capital appropriation requests, investment planning, new product introductions, acquisitions, divestitures, shutdowns, and other special project decisions. The course will combine theory, cases and computer application projects. Prerequisite: MBA 511

MBA 574 Organizational Behavior (3)

This course examines human behavior in organizations at both the micro and macro levels. The interaction of human, technological and structural factors in organizations will be examined. Important issues to be considered include theories of communication, motivation and decision making. Issues of organizational politics and the challenges of conflict management will be addressed. Special attention is given to designing efficient and effective organizational structures and processes, and the application of modern organization theories to real world situations.

MBA 575 Organizational Systems (3)

This course examines systems thinking, holistic analysis and systems dynamics. A variety of systems theories ranging from mechanistic approaches, organismic approaches, cybernetics as well as current understandings of flux and transformations will be examined. Special attention is given to practical applications to real world business problems.

MBA 576 Quantitative Methods (3)

This course provides a general overview of statistical techniques and quantitative methods used in business and government. Probability theory and statistical decision models are covered. Forecasting, linear regression and correlation analysis leading to computer use for solutions will be the basis for a class project.

MBA 577 Strategic Planning (3)

This course will enable students to identify, comprehend and appraise an organization's strategies and policies. It will provide students with the methodology to formulate and implement strategy, and to analyze possible consequences of strategic and policy actions.

MBA 578 Managerial Economics (3)

Managerial Economics deals with a diversity of issues. For instance, the class will discuss ways of directing scarce resources in an efficient manner so as to attain managerial goals defined by the firm. To this end, students will learn to apply economic ideas, theories and methodologies in a strategic manner to enhance corporate performance. Students also will analyze organizational structures in order to maximize corporate behavior in the multitude of industrial and service sectors in which firms operate. Discussion of additional pertinent topics will provide students with further ways of using managerial economics tools and procedures in the modern business environment.

MBA 579 Health Economics (3)

Economic concepts will be applied to analyze health care markets and evaluate health policies, including distinctive economic characteristics of health, the health care industry and the delivery of care, health care professionals, and the financing of health care services. The American system of health care, current health policy issues such as health care reform, managed care, and manpower planning will be areas of focus as well as a comparative study of other health care systems.

MBA 580 Management Information Systems (3)

This course addresses three major computer issues. First, this course examines the business aspects of computer information systems, with a focus on hardware, software, and computer systems management. Second, it introduces business productivity software. In particular, it explores presentation and spreadsheet programs providing the students with considerable hands-on experience. Third, the course offers a case-oriented study of statistical data analysis for business decision- making. Topics include: data summary measure, methods, population and sample characteristics, and linear regression, all implemented using spreadsheet technology. Dual Listed as MIS 520.

MBA 581 Development of Support Networks (3)

This course is a comprehensive analysis of the impact of computer-based information systems on decision-making, planning, and control. Topics include organizational structures needed to accommodate information technology; concepts of project management; design of information systems for managing the traditional functional areas of a firm; and the use of computer-aided software engineering (CASE) tools in systems development. Dual Listed as MIS 550.

MBA 582 Database Management and Applications (3)

This course explores the concepts, principles, issues, and techniques for managing organizational data using database management systems. Topics include database architecture, data models with emphasis on the relational model, logical database design, relational query languages, normalization, and database administration issues. There is an emphasis on the managerial and strategic impact of databases. Two projects are required. Dual Listed as MIS 540.

MBA 583 Financial Management of Health Care (3)

This course addresses financial principles and concepts as applied to the health care financial management of both for-profit and not-for-profit entities within the context of the current health care environment in the United States. The goal of this course is to prepare individuals for the responsibilities involved in maintaining a well-managed health care organization. Specific processes, functions and reports are presented in this course, including financial statements and reports as commonly seen in health care environments. This course will also include a discussion of financial management of challenges of particular interest to administrators such as identification of costs of care, and types of provider payment

MBA 585 Health Care Policy Analysis (3)

The core elements of health policy analysis: problem definition; background; political, economic, and social landscape; development of policy options; and recommendations will be presented. The course will also teach the written, graphic, and oral presentation skills associated with policy analysis. Case studies of various health care issues will provide students substantive knowledge of the federal policy making process and key issues in health policy. In the context of the discussion of the cases, in-depth historical background related to the policies addressed will be provided. Students should gain both a technical capacity for analysis and an understanding of the operations of the health policy making process.

MBA 587 Health Systems Management and Administration (3)

Theories, strategies and systems of managing health care organizations are analyzed. Students will analyze administrative practices and procedures in health services organizations including certain information technology aspects, examine the evolution of organizational design, and appraise accountability relative to public trust. Continuous process improvement and healthcare quality management will be explored. The course will also examine the contributions of operations research and quality management to improve delivery and production of health services and business and computer processes from the perspective of the health care manager.

MBA 590 Graduate Internship in Sport, Arts & Entertainment (3)

In this course students complete an internship in a sport, arts and/or entertainment organization under the supervision of the appropriate graduate faculty member.

MBA 589 Special Topics in Health Field (3)

MBA 595 Special Topics in Management (3)

MBA 596 Special Topics in International Business (3)

MBA 597 Special Topics in Information Systems (3)

MBA 598 Internship in Global Business (3)

Internships may be taken for three credits. Students eligible for an internship must have completed 18 M.B.A. credits with a Q.P.A. of 3.30 or higher prior to application. Contact the M.B.A. office for details of sponsoring organizations and typical assignments.

MHA – HEALTH ADMINISTRATION

MHA 510 Health Systems Administration and Management (3)

Theories, strategies and systems of managing healthcare organizations will be analyzed. Students will analyze administrative practices and procedures in health services organizations including certain information technology aspects, examine the evolution of organizational design, and appraise accountability relative to public trust. Continuous process improvement and healthcare quality management will be explored. The course will also examine the contributions of operations research and quality management to improve delivery and production of health services and business and computer processes from the perspective of the healthcare manager.

MHA 515 Accounting for Healthcare Managers (3)

This course provides an overview of financial and managerial accounting, with the focus upon the use of financial information within the healthcare sector to understand and analyze activities and operations. An objective is to develop an understanding of the basic structure and substance of financial statements from a user's perspective. In addition, the course provides an understanding of planning and budgetary control systems and basic financial performance measurements.

MHA 520 Quantitative Methods and Data Analysis for Healthcare (3)

This course provides a general overview of statistical techniques, data analysis and quantitative methods used in healthcare. Probability theory and statistical decision models are covered. Forecasting, linear regression and correlation analysis leading to computer use for solutions will be the basis for a class project.

MHA 525 Marketing and Strategic Planning in Healthcare (3)

This class will examine contemporary marketing topics in healthcare. Markets and their environments, healthcare goods and services from inception to final consumption will be discussed. Product, pricing, promotion and distribution issues will be analyzed. Overall strategic planning theories and methods will be explored.

MHA 530 Health Economics (3)

Health Economics deals with a diversity of complex issues. Student will learn to direct resources in an efficient manner to attain managerial goals defined by the healthcare organization. Students will learn to apply economic ideas, theories and methodologies in a strategic manner to enhance performance in the sector. Discussion of additional pertinent topics will provide students with further ways of utilizing healthcare economics tools and procedures.

MHA 535 Healthcare Policy Analysis (3)

The core elements of healthcare policy analysis: problem definition; background; political, economic, and social landscape; development of policy options; and recommendations will be presented. The course will also teach the written, graphic, and oral presentation skills associated with policy analysis. Case studies of various healthcare issues will provide students substantive knowledge of the federal policymaking process and key issues in health policy. In the context of the discussion of the cases, in-depth historical background related to the policies addressed will be provided. Students should gain both a technical capacity for analysis and an understanding of the operations of the health policymaking process.

MHA 540 Financial Management of Health Systems (3)

This course addresses financial principles and concepts as applied to the healthcare financial management of both for-profit and not-for-profit entities within the context of the current healthcare environment in the United States. The goal of this course is to prepare individuals for the responsibilities involved in maintaining a well-managed healthcare organization. Specific processes, functions and reports are presented in this course, including financial statements and reports as commonly seen in healthcare environments. This course will also include a discussion of financial management of challenges of particular interest to administrators such as identification of costs of care, and types of provider payment.

MHA 545 Ethics and Leadership for Healthcare Managers (3)

This course examines how ethical leadership creates sustainable healthcare organizations, by helping students

discover what values make a healthcare manager ethical and effective. This course exposes the student to concepts and theories of the ethical decision-making process so students can appraise the signs of an ethical dilemma in order to resolve conflict in the healthcare sector.

MHA 550 Healthcare Quality and Evidence-Based Medicine (3)

This class will provide a thorough overview of what is considered true quality healthcare. This class will examine evidence-based practice (EBP). Students will explore what research is relevant to derive the best treatments options.

MHA 555 Healthcare Law (3)

The relationship of the healthcare manager to the legal foundations of the healthcare system is considered through theory and case studies. The legal and regulatory climates of healthcare operations are examined. The impact of international laws such as the act of state doctrine, and the effects of US legislation on multinational operations will also be considered.

MHA 560 Healthcare Informatics (3)

This class will examine information and computer science as it relates to the healthcare sector. Students will discuss methodology, guidelines and resources required to store and utilize information. Students will also explore electronic health record and its relationship to data gathering and mining.

MHA 565 Global Healthcare Administration and Management (3)

The facets, complexities and issues of administrating and managing healthcare organizations will be analyzed on the global level. Students will analyze the various administrative practices and procedures in health services organizations across the globe. This will include an overview of theories, strategies and systems of healthcare industries internationally. Issues with healthcare quality will be explored. The course will also examine world health issues from the perspective of the healthcare manager.

MIS – MANAGEMENT INFORMATION SYSTEMS

MIS 510 Statistics and Quantitative Methods (3)

The class provides a general overview of statistical techniques and quantitative methods used in business and government. Probability theory and statistical decision models are covered. Non-parametric statistics and Analysis of Variance (ANOVA) techniques will be used. Forecasting, linear regression, and correlation analysis leading to computer use for solutions will be the basis for a class project. A grade of "B" or higher must be achieved by a student in this class to be able to continue in the MBA/ Business Analytics Concentration. Prerequisite: Undergraduate Statistics and/or Quantitative Management class. Dual Listed as MBA 540.

MIS 515 Introduction to AI (3)

In this course, students will be introduced to AI and will learn foundational concepts, such as problem solving, knowledge, reasoning, and planning, and dealing with uncertainty and probabilistic reasoning. In addition, we will look at practical applications and the impact of these on business and society. There will be a significant hands-on component in the course.

MIS 520 Management Information Systems (3)

This course addresses three major computer issues. First, this course examines the business aspects of computer information systems, with a focus on hardware, software, and computer systems management. Second, it introduces business productivity software. It explores presentation and spreadsheet programs, providing students with considerable hands-on experience. Third, the course offers a case-oriented study of statistical data analysis for business decision-making. Topics include: data summary measures, methods, population and sample characteristics, and linear regression; all implemented using spreadsheet technology.

MIS 525 Business Analytics (3)

The purpose of this class is for students to learn the emerging business analytical approaches, technologies, platforms, and applications that are used in leading organizations today. The use of statistics and related data science approaches allows for data-driven decision-making that eventually leads to better outcomes. This course provides a conceptual understanding and applications using Excel, SPSS, and Minitab. Students apply specific modeling techniques, such as linear and nonlinear programming, decision analysis, simulation, classification, regression, and clustering. An analytical view of decision-making is pursued by formalizing tradeoffs and constraints, providing for uncertainty, and applying sensitivity analysis. A project using actual company data for a series of decisions is the basis of the coursework. Prerequisite: MBA 540/MIS 510. Dual Listed as MBA 542.

MIS 530 Data Analysis and Visualization (3)

The goal of this course is to understand how visual representations can help in the analysis and understanding of complex data. Visualization is increasingly important in this era, as the use of data is growing in many different fields. This course enables students to develop data presentation visualizations that aid in the effective interpretation and explanation of the data, an explanation of the underlying data, and identification of trends that can be easily connected in order to explain relationships and interrelationships in the data. Several industry-based software packages, such as Tableau, will be used to visualize the data for easy interpretation. A concluding project will apply the tools to actual company data. Dual Listed as MBA 543.

MIS 536 Advanced Topics in AI (3)

In this course, students will learn advanced topics in AI such as decision making, machine learning, communicating, perceiving, and acting, natural language processing, computer vision, and robotics. In addition, we will look at practical applications and the impact of these on business and society. There will be a significant hands-on component in the course.

MIS 540 Database Management and Applications (3)

This course explores the concepts, principles, issues, and techniques for managing organizational data using database management systems. Topics include database architecture, data models with emphasis on the relational model, logical database design, relational query languages, normalization, and database administration issues. There is an emphasis on the managerial and strategic impact of databases. Dual Listed as MBA 582.

MIS 545 Applied Data Mining (3)

Data mining is about extracting useful patterns from raw data. The rapid growth of data storage and computing power available to analyze data creates valuable opportunities for data mining in business and other domains. This course provides a comprehensive introduction to data mining tools and techniques to enhance managerial decision-making. The common methods of data warehousing and retrieval will be examined. Applications will focus on marketing experience with an emphasis on customer relationship management (CRM) systems. The intention is to find out how companies learn about their customers by using information collected from these customers for segmentation, targeting, and positioning practices. A final research project will be based on popular analytic tools. Prerequisite: MBA 542/MIS 525. Dual Listed as MBA 544.

MIS 550 Development of Support Networks (3)

This course is a comprehensive analysis of the impact of computer-based information systems on decision-making, planning, and control. Topics include organizational structures needed to accommodate information technology; concepts of project management; design of information systems for managing the traditional functional areas of a firm; and the use of computer-aided software engineering (CASE) tools in systems development. Dual Listed as MBA 581.

MIS 560 Special Topics in MIS (3)

MIS 565 Special Topics in MIS (3)

MLDR – ORGANIZATIONAL LEADERSHIP

MLDR 500 Leadership Theory and Practice (3)

This course addresses leadership as a set of theories and models as a basis for determining the specific environmental context within which an array of behaviors for success is identified. Students will individually build a personal leadership paradigm based upon theories, best practices, beliefs and assumptions as applied to a specific organization. An additional focus is on how leaders help followers shift paradigms. The bottom line is a composed, rational perspective of leadership.

MLDR 515 Professional and Research Writing (3)

This course provides students with advanced research and writing skills and techniques culminating in the production of a significant research paper. Students will be required to respond in writing to issues in a leadership for social innovation and leadership in strategy framework. Additionally, the course will focus on the basics of delineating issues, formulating propositions, constructing an argument, and researching a topic. Adherence to skills presented in the American Psychological Association Manual (APA) for preparing manuscripts is required.

MLDR 528 Decision Making Tools for Leaders (3)

The purpose of this course is to acquaint students with the theoretical and practical aspects of the decision making process. The course is designed to equip leaders with a conceptual and practical understanding of decision making tools, and their use in making efficient and effective managerial decisions.

MLDR 530 Organizational Cultures and Ethical Considerations for Leaders (3)

The course examines human behavior in organizations at the individual, interpersonal and group levels. The interplay of human, technological, and structural factors in organizations is examined. Important issues considered also involve motivation theories, communication, and group decision theories for managerial applications. The course looks at how managers can design jobs and organizational structures and techniques to be used for evaluating and rewarding performance. Similarly, the course explores techniques for the development of team building, leadership, and conflict resolution skills.

MLDR 533 Women and Leadership (3)

The purpose of this course is to analyze the roles and responsibilities of women in leadership positions. Current issues and trends are examined from historical, sociological, psychological, political, economic, and ethical perspectives. Analysis and synthesis are used to apply information from a variety of resources to issues facing women who hold or seek leadership roles. Strategies for developing leadership skills are integrated throughout the course.

MLDR 534 Leaders as Partners and Mentors (3)

This course examines different aspects of the leadership theme in literature and film, with special attention to such topics as ethical dilemmas confronting leaders, different styles and models of leadership, the intersection of a leader's private and public life, and the competing loyalties and pressures felt by leaders. In addition, students will discover that literature often raises provocative questions about the very nature and even desirability of leadership.

MLDR 541 Team Building for Leaders (3)

This course examines the concepts of team dynamics and team building within a variety of organizational framework. This course will focus on creating teams, understanding the team life-cycle, the dynamics of teamwork, building trust within teams, reducing communication barriers, strategies to encourage leadership development, and offer intervention strategies to enhance the team process. Students will participate in and evaluate a variety of team building and leading activities.

MLDR 546 Leading in Diverse Communities (3)

This course examines the interactive impact of leaders on diverse communities. This course will ask students to analyze the leadership needed in communities (local, regional, national and international), and explore the institutional influences of family, religion, education, government, and commerce for communities and leaders.

MLDR 548 Policy and Compliance in Diverse Organizations (3)

This course offers students an opportunity to explore the issues and ideas that connect legal and regulatory compliance to leaders' plans for diversity, equity and inclusion in organizational culture and organizational aspirations. We will cover themes of inclusion and diversity in hiring, physical accessibility and universal design, reasonable accommodations as well as celebrations and other special equity initiatives. Students will also examine the effectiveness of climate surveys, inclusion and sensitivity training, and DEI&A effectiveness measurements.

MLDR 550 Social Entrepreneurship (3)

Social entrepreneurship (SE) describes a set of behaviors focused on a social mission. SE fosters a business-like discipline, a vision of/for innovation to ensures social value-social impact. Students will analyze how SE can be used to adopt a value driven mission, recognize and pursue opportunities to support and serve the mission, continuously innovate, adapt and learn, and do so with accountability as a key value.

MLDR 552 Fundraising, Proposal Development, and Grant Writing (3)

This course provides an overview of American philanthropy, and examines the roles and responsibilities of executive directors and fundraisers. Students will investigate the fundamental theories behind designing and implementing a robust fundraising plan, including the development of a case statement, effective data management, and leading and building a fundraising team. Students will explore the motivations of individual donors, ascertain the sources of contributed funds, discern the internal and external forces affecting fundraising, and survey new and emerging fundraising techniques. Students will also gain practical experience in writing an annual fund appeal, researching foundations, and composing a grant proposal.

MLDR 554 Legal Aspects of Social Innovation (3)

This course explicates the regulatory environment guiding social innovation. The social enterprise, the spectrum of non-profit organizations, are subject to a complex set of organizational and operational tests and doctrines—a web of state, federal laws. The information covered throughout this course ensures social entrepreneurs, board members and donors are well-prepared to make ethical decisions about their organizations' actions and future endeavors.

MLDR 556 Organizational Development and Intrapreneurship (3)

Students will be introduced to the tenets of organization development; OD history, theory, and OD techniques will be explicated. Students will be immersed in the OD view of organizational functioning and purposeful change; the impact of change and the change process when addressing social impact with an effort to realize the triple-bottom line. Students will analyze the role and confluence of infrastructure, people, culture, power and the role of the intrapreneur within the organization.

MLDR 560 ESG Framework Development (3)

This course will introduce students to developing frameworks for managing ESG in Organizations and roadmaps for its implementation. This framework development will include areas of focus, reporting, and integration into organizations.

MLDR 562 ESG Stakeholder Management (3)

This course will focus on building trusting relationships with key business stakeholders as part of a successful ESG/Business program. Throughout the course, students will identify stakeholders, develop strategies for engaging with stakeholders and develop plans for engaging with staff and stakeholders.

MLDR 564 Risk Management (3)

Managing risk is an essential and integral part of managing any organization. Entities track the significant risks to the organization and report on actions taken to address them as part of their Annual Report. Students will develop a comprehensive understanding of building a risk management process for ESG programs in energy industry and learn tools and techniques to facilitate this process.

MLDR 566 Data Analytics and Visualization (3)

The purpose of this class is for students to learn the emerging ESG business analytical approaches, technologies,

platforms, and applications used in leading organizations today. Using statistics and related to data science approaches allows for data-driven decision making that eventually leads to better outcomes. This course provides a conceptual understanding and applications using analytics and reporting software on relevant. ESG data. Students apply specific modeling techniques, such as decision analysis, simulation, classification, regression, and clustering. An analytical view of ESG decision-making is pursued by formalizing tradeoffs and constraints, providing for uncertainty, and applying sensitivity analysis. A project using actual company data for a series of ESG decisions is the basis of the coursework.

MLDR 575 Community Leadership: Cultivating Networks (3)

Community organizations, both nonprofit and governmental, provide a wide breadth of social and health services, dependent on support from a variety of public and private sources. The key to successful organizations is the synergy they create in solving issues affecting groups of all scales. This course explores the networking and interdependencies of community organizations and how leaders can maximize their impact in resource limited environments.

MLDR 590 Graduate Internship (3)

In this course students complete an internship in an organization under the supervision of the MLDR Graduate Program Director or graduate faculty member.

MLDR 595 Independent Study in Leadership (3)

MLDR 597 Capstone in Leadership and Strategy (3)

The Capstone courses are dedicated to leadership in social innovation and strategy and the application of project-based community research, case study and/or autoethnographic approach. Students will be required to make presentations in the class on specifically assigned readings, followed by questions and discussions.

MLDR 598 Special Topics in Leadership (3)