



PURPOSE OF THIS CATALOG

The purpose of this catalog is to acquaint interested individuals and organizations with Amberton University and its academic programs. The University believes that within these pages you will find a new and invigorating approach to education. Your responses are welcome.

AMBERTON UNIVERSITY CATALOG PUBLISHED BY AMBERTON UNIVERSITY, 2024

The University reserves the right to advance and revise requirements for admission, requirements for graduation and degrees, curricula of study, arrangement of courses, charges for tuition and other fees, instructors of courses, and other regulations affecting students, whether incoming or previously enrolled.

The University publishes a *Schedule of Classes* for each session that includes current academic and financial information. The schedule should be used in conjunction with this catalog. The University also welcomes individual conferences.



AMBERTON
University

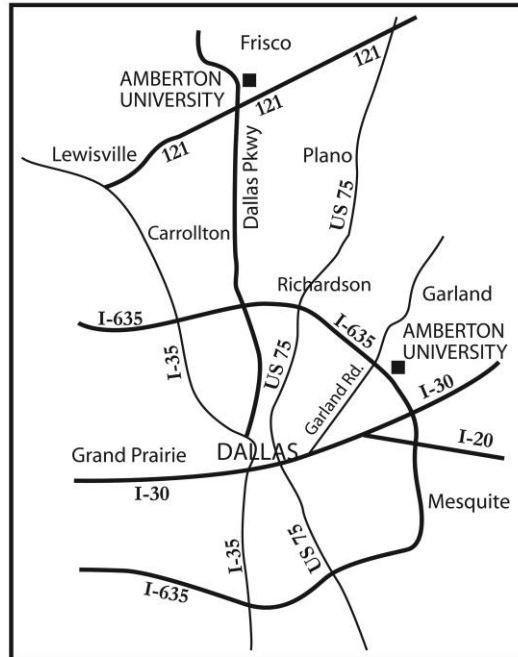


CATALOG
2024-2025
AND
STUDENT
HANDBOOK

You are invited to visit Amberton University...

FRISCO CENTER
3880 Parkwood Blvd.
Frisco, TX 75034

The Amberton Frisco Center is located at 3880 Parkwood Blvd. north of Stonebriar Centre and next to the Frisco water tower. From Dallas, go north on the Dallas North Tollway. Take the 121 exit and follow Dallas Parkway for 1.6 miles. Turn right on Warren Parkway then left on Parkwood Boulevard.



GARLAND MAIN CAMPUS
13601 LBJ Freeway
Garland, TX 75041-5595

Amberton University's Garland Main Campus is conveniently located at I-635 (LBJ Freeway) and Northwest Highway, only 15 minutes from US 75 and the Dallas North Tollway and 20 minutes from SH 190 and downtown Dallas.

For hours and additional information, please call (972) 279-6511 or access the web site at www.amberton.edu.



AMBERTON UNIVERSITY PRESIDENT'S LETTER

Greetings and a warm welcome to Amberton University!

As the newly appointed President, it is with great joy that I embark on this educational journey alongside you. The prospect of sharing in your academic growth and success fills me with excitement and anticipation.

Amberton University is rooted in Christian principles but no religious creed is required of our students. Our faculty and staff have dedicated over 50 years to serving the unique needs of the working adult student. Let me assure you that we understand the challenges and aspirations that accompany your journey.

At Amberton, our faculty consists of seasoned professionals, each an expert in their respective fields. They seamlessly integrate their wealth of real-world experience into the classroom, providing students with valuable insights and practical knowledge. We strongly believe in offering programs that deliver immediately applicable information to the workplace, equipping you with the tools and knowledge needed for success in your chosen field.

Amberton University is regionally accredited by the Southern Association of Colleges and Schools Commission on Colleges, which is a testament to the academic excellence of our programs. Regional accreditation means credits are recognized universally. Our commitment to providing quality education is unwavering. We also take pride in being a no-frills university. This approach allows us to keep costs low, ensuring that education remains accessible to all who seek it.

What makes Amberton University exceptional? It is our genuine concern for each individual student. Our administration, staff and instructors are not only knowledgeable but also approachable, making themselves immediately available to support and guide you throughout your academic journey with us. Your success is our priority, and we are honored that you have chosen Amberton University as your academic partner.

We are thrilled to welcome you to our community of educators and learners. Together, let us embark on a journey of growth, discovery, enlightenment, and achievement. Your decision to learn with us is not just a choice - it is a commitment to a transformative educational experience and sets you on a path to life-long success and learning!

Welcome to Amberton University!

A handwritten signature in black ink that reads "Dr. Carol A. Palmer". The signature is fluid and cursive, with a large loop at the end.

Dr. Carol A. Palmer
President

ORGANIZATION OF THE CATALOG

The *Amberton University Catalog* 2024 - 2025 is organized around the following three sections:

- ❑ Student Handbook—General Information and Student Handbook for All Students
- ❑ Undergraduate Academic Information
- ❑ Graduate Academic Information

The Student Handbook section contains information that applies to all Amberton University students. The Undergraduate and Graduate sections contain the degree program requirements, course listings, and competencies **for** each of the respective student groups. All students should read the Student Handbook section along with the respective degree level section. For specific catalog information, see the Table of Contents and links to the sections.

ACCREDITATION AND CREDENTIALS

Amberton University is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award bachelor's and master's degrees. Amberton University also may offer credentials such as certificates and diplomas at approved degree levels. Questions about the accreditation of Amberton University may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097, telephone (404) 679-4500, or by using information available on SACSCOC's web site (<http://www.sacscoc.org>).

In addition, Amberton University is recognized by the Texas Higher Education Coordinating Board and the United States Department of Education as a licensed, degree granting institution.

The curriculum for the Master of Arts degree in Marriage and Family Therapy meets the academic requirements for licensing as a marriage and family therapist in Texas.

The curriculum for the Master of Arts degree in Clinical Mental Health Counseling (formerly Professional Counseling) meets the academic requirements for licensing as a professional counselor in Texas.

The Master of Arts degree in School Counseling satisfies the academic and certification requirements for the School Counseling Certification as established by the Texas State Board of Educator Certification.

The BBA/MBA Accounting Dual Degree program meets the education requirements of the Texas State Board of Public Accountancy necessary to register for the Certified Public Accountant examination.

The Master of Science degree in Human Resource Management aligns with the curriculum standards of the Society for Human Resource Management (SHRM).

Amberton University has received the Project Management Institute Global Accreditation Center's accreditation for its Project Management degree programs.

Selected undergraduate and graduate Business programs are accredited by the Accreditation Council for Business Schools and Programs (ACBSP). Refer to pages 43 and 108 for a listing of accredited programs.

TABLE OF CONTENTS AND LINKS

MAP ii

PRESIDENT’S LETTER..... iii

ORGANIZATION OF THE CATALOG iv

ACCREDITATION AND CREDENTIALS iv

STUDENT HANDBOOK.....1

GENERAL INFORMATION2

 Amberton University, A Brief History 2

 Non-Profit Status 2

 The Exclusiveness Of Amberton University 2

 The Christian Commitment Of Amberton University 3

 Amberton University Vision and Mission Statement 3

 A More Relevant, Student-Oriented Catalog..... 4

 University Publications 4

 Amberton University’s Unique Learning Options..... 4

 Legal Notice Of Non-Discrimination 5

 The Ethical Standards Of Amberton University 5

 Sexual Misconduct 5

STUDENT LIFE AND CONDUCT6

 General Philosophy 7

 Ethical Standards Expected Of Students 7

 Due Process In Handling Violations Of The Ethical Standards 8

 Students' Rights - Educational Records 8

 Student Grievance And Appeal 10

STUDENT SERVICES 11

 General Information 12

 The Academic Advising System (Degree Plans)..... 12

 Financial Advising 12

 International Student Advising and Admission 13

 Veteran Advising..... 14

 Student Records..... 14

 Transcript Service..... 14

 New/Prospective Student Orientation..... 15

 Employment Opportunities And Job Placement..... 15

 Disability and Accommodation Services 15

UNIVERSITY TECHNOLOGIES 16

 University Technologies..... 17

 Voice Mail System 17

 Fax System 17

 Amberton e-Mail 17

 Amberton Learning Management System—Student Portal 18

 Amberton University Technology Usage 18

LIBRARY RESOURCES 19

 The Library Resource Center 20

 Campus Resources 20

 On-line Resources 20

 Research Assistance 20

SAFETY AND SECURITY..... 21

 Campus Safety And Security..... 22

 Campus Carry 22

 Emergency Notification Procedures 22

STUDENT HANDBOOK

TABLE OF CONTENTS AND LINKS (Cont'd.)

Notice Of Surveillance	22
Reporting A Crime	22
Use of Social Security Number	22
Unsupervised Children	23
FINANCIAL INFORMATION	24
Introduction	25
The Student Account	25
Refund Policy	25
Military Students And Unearned Tuition Assistance	25
Payment And Cashing Checks	26
Records Expunged For Delinquent Accounts.....	26
Financial Information	26
FINANCIAL AID	27
GENERAL ACADEMIC INFORMATION	28
Admission Philosophy.....	29
Faculty	29
College Year.....	29
Credit Hour.....	30
Course Syllabi	30
Assessment And Course Competencies.....	30
Student Attendance/Engagement For Course Work.....	30
Plagiarism.....	31
Life-Learning Experiences And Portfolio Credit	31
Adding Or Dropping A Course	32
Withdrawal From The University.....	32
Withdrawal From A Class During The Session	32
Recordkeeping For Withdrawals	33
The Recording Of Academic Grades.....	33
Undergraduate And Graduate Concurrent Enrollment	33
DISTANCE LEARNING COURSES	34
Distance Learning Courses.....	35
UNDERGRADUATE ACADEMIC	36
UNDERGRADUATE ADMISSION STANDARDS	37
COURSE LOAD AND STUDENT STATUS	37
GRADES	38
ACADEMIC PERFORMANCE OF A STUDENT	38
APPLYING FOR GRADUATION	38
UNDERGRADUATE DEGREE REQUIREMENTS	38
General Requirements For All Degrees.....	39
Graduation Under A Particular Catalog	39
Transfer Of Credits From Another Institution	39
General Transfer Policies	39
Undergraduate Transfer Of Credits	40
Undergraduate Degree Plans	40
Undergraduate Degree Program Methods Of Delivery	40
Undergraduate Residency Requirements.....	41
Requirements For A Second Degree	41
Certifications	41
UNDERGRADUATE DEGREE PROGRAMS	42
Amberton University Undergraduate Programs by Division.....	43
Bachelor Of Arts Professional Development	44
Bachelor Of Business Administration Accounting.....	46
Bachelor Of Business Administration Accounting/M.B.A. Accounting Dual Degree Program	49

STUDENT HANDBOOK

TABLE OF CONTENTS AND LINKS (Cont'd.)

Bachelor Of Business Administration Entrepreneurship.....	52
Bachelor Of Business Administration General Business.....	54
Bachelor Of Business Administration Management	56
Bachelor Of Business Administration Project Management	58
Bachelor Of Science Applied Studies.....	60
Bachelor Of Science Human Relations And Business	62
<i>EXPLANATION OF COURSE OFFERINGS</i>	64
<i>UNDERGRADUATE COURSE LISTING INDEX</i>	66
<i>UNDERGRADUATE COURSE COMPETENCIES</i>	66
Accounting	68
Business.....	72
Communication	75
Economics	78
English.....	79
Finance	81
History	81
Human Behavior And Development	82
Humanities.....	85
Management	86
Management Information Systems	93
Marketing	94
Mathematics	95
Psychology	96
Religion	97
Science	98
GRADUATE ACADEMIC	100
<i>GRADUATE ADMISSION STANDARDS</i>	101
Admission Standards Overview	101
<i>COURSE LOAD AND STUDENT STATUS</i>	102
<i>GRADES</i>	103
<i>ACADEMIC PERFORMANCE</i>	103
<i>GRADUATION/CANDIDACY</i>	103
<i>GRADUATE DEGREE REQUIREMENTS</i>	104
General Requirements For All Degrees.....	104
Graduation Under A Particular Catalog	104
Transfer Of Credits From Another Institution	104
Graduate Transfer Of Credits	104
Graduate Degree Plans	105
Graduate Degree Program Methods Of Delivery	105
Certifications	106
Graduate Residency Requirements.....	106
Requirements For A Second Degree	106
<i>GRADUATE DEGREE PROGRAMS</i>	107
Amberton University Graduate Programs By Division	108
Master Of Arts Clinical Mental Health Counseling (formerly Professional Counseling)	109
Master Of Arts Marriage and Family Therapy	111
Master Of Arts Professional Development.....	113
Master Of Arts School Counseling.....	115
Master Of Business Administration Accounting	117
Master Of Business Administration Entrepreneurship	119
Master Of Business Administration General Business.....	121
Master Of Business Administration Management.....	123
Master Of Business Administration Project Management.....	125
Master Of Business Administration Strategic Leadership.....	127

STUDENT HANDBOOK

TABLE OF CONTENTS AND LINKS (Cont'd.)

Master Of Science Agile Project Management.....	129
Master Of Science Data Analytics.....	131
Master Of Science Family Studies	133
Master Of Science Human Relations And Business.....	135
Master Of Science Human Resource Management	137
Master Of Science Human Resource Training And Development	139
Master Of Science Managerial Science	141
<i>EXPLANATION OF COURSE OFFERINGS</i>	142
<i>GRADUATE COURSE LISTING INDEX</i>	143
<i>GRADUATE COURSES COMPETENCIES</i>	144
Accounting	ACC..... 147
Business.....	BUS..... 149
Communication	COM..... 150
Counseling.....	CSL..... 153
Economics	ECO..... 168
Finance	FIN..... 169
Human Behavior And Development	HBD..... 170
Human Resources And Training	HRT..... 176
Management	MGT..... 180
Marketing	MKT..... 196
Psychology	PSY..... 199
Required Graduate Studies	RGS..... 199
THE FACULTY	201
UNIVERSITY ADMINISTRATION AND DEPARTMENTAL EXTENSION NUMBERS AND E-MAIL ADDRESSES	204

STUDENT HANDBOOK

General Information

Student Life and Conduct

Student Services

University Technologies

Library Resources

Safety and Security

Financial Information

Financial Aid

General Academic Information

Distance Learning Courses

GENERAL INFORMATION

AMBERTON UNIVERSITY, A BRIEF HISTORY

Over fifty years ago, in September of 1971, Amber-ton University began as an extension campus of Abilene Christian University and was located in Mesquite, Texas. From the beginning, the University's purpose was to identify and provide for the educational needs of the community. Quickly, the University turned its attention and interest to educational programs that catered to working adults.

In June of 1974, the campus location was moved to Garland, Texas. The new campus, a two-story professional office building, was designed to cater to mature adults who did not need or desire the environmental trappings associated with traditional colleges (dormitories, cafeterias, gymnasiums, intramural athletics, etc.).

In 1981, the University received accreditation from the Commission on Colleges of the Southern Association of Colleges and Schools, and plans were approved for separating the institution from Abilene Christian University. The separation was completed in June 1982 and the University took the name Amber University.

In March 2001, the University changed its name from Amber University to Amber-ton University to more accurately describe its purpose. The English addition of "ton" to a word means a town or village. As a result of offering adult students traditional lecture and nontraditional on-line courses, the name more accurately identifies the community of learners.

Amber-ton University's Garland Campus is located on a five-acre site. The facility is a 60,000 square foot office complex designed to provide a secure, professional environment conducive to adult learning. In January 2007, Amber-ton opened a new center in Frisco in order to better serve students in Collin County.

Amber-ton University is designed exclusively for the mature, working adult who seeks to benefit from the richness of a relevant, educational experience. The adult who attends Amber-ton University will find the atmosphere similar to that of professional schools—law, medicine, or engineering. At Amber-ton University, the student is exposed to a diverse group of working adults who share interests and ideas. Amber-ton University's desire is to equip its students with the practical knowledge, tools, and character necessary to cope effectively in the situations and challenges that lie ahead. In short, Amber-ton University educates for lifelong learning.

NON-PROFIT STATUS

Amber-ton University is a not-for-profit institution as defined by Section 501(c)(3) of the Internal Revenue Code. All moneys received by Amber-ton University are used exclusively for the educational programs and operations of the University. While charitable contributions to Amber-ton University are tax deductible, the University does not solicit or accept contributions from any agency or individual unless such funds are given without external restrictions.

THE EXCLUSIVENESS OF AMBERTON UNIVERSITY

No institution, no matter how large or well funded, can be all things to all people. In fairness to itself and its constituents, a university must acknowledge its focus and mission.

Amber-ton University is an exclusive institution; this exclusiveness incorporates the following general principles:

- Amber-ton University is a private, not-for-profit, Christian principled institution.
- The University primarily offers upper level (Junior/Senior) and graduate level programs leading to bachelor and master degrees.
- The degrees have been designed exclusively for mature, working adults.
- Admission and enrollment to Amber-ton University are restricted to (see *Admission Standards* for details):

Mature adults with employment experience;

Individuals who are proficient in the English language;

Individuals who are computer literate and have e-mail and Internet access;

Individuals who have satisfactorily completed academic work from a U.S.A. accredited university recognized by Amber-ton;

STUDENT HANDBOOK

Individuals who seek a university academic environment that is relevant, practical, and dynamic and who do not seek the “student life” associated with traditional institutions (dormitories, sports, social clubs, etc.).

- To meet the unique needs of working adults, Amberton University offers classes and programs on-campus as well as on-line.
- Amberton University controls enrollment by restricting the number of classes offered in a program and the number of students allowed to enroll in each class.
- As a matter of educational practice, Amberton University does not do for the student what one would reasonably assume a mature, adult, collegian student can do for him/herself.
- For all applicants who are qualified for admission and all students who seek enrollment, Amberton University allows, without partiality, participation on a first-come, first-served basis.

THE CHRISTIAN COMMITMENT OF AMBERTON UNIVERSITY

Amberton University is a nondenominational Christian institution; all employees of the University believe that Jesus of the New Testament *Bible* is the Son of God, the Messiah, the Christ, the Savior. We believe that our Lord has blessed and continues to bless our service in Christian education, and that Amberton University has been shaped by Christian values and devotion to academic excellence in educating working adults.

AMBERTON UNIVERSITY VISION AND MISSION STATEMENT

Amberton University’s vision of providing innovative, quality, and affordable education to the adult student within a Christian environment embodies the philosophy of the University and guides its mission and purpose.

Amberton University is a specialized institution designed to meet specific educational needs of mature students.

Amberton University is committed to Christian values, both in its conduct of business and in its educational philosophy. The University’s employees endorse and strive to live the ethical values and principles taught by the New Testament of the *Bible*. This commitment to Christian ethics enables the University to provide its students with a stability of values and a value system.

Amberton University combines relevant technical and cognitive training with techniques for problem solving in developing the student’s capability to identify and select solutions to economic, social and personal problems. The academic skills and Christian values imparted by the University enable each student to better appreciate his/her own worth and to exercise insight into those patterns of facts and events that affect human relations and social values.

Amberton University will provide educational programs and services in those areas in which it is best qualified. When academically and financially feasible, the institution is committed to the continuous transformation of the educational process in direct response to the needs of the student and the community.

Amberton University, in its endeavor to be a center for learning, a society in which all are students, will employ responsible experimentation and innovation. New as well as traditional techniques will be continuously identified, applied, and evaluated in an effort to facilitate teaching and learning.

AMBERTON UNIVERSITY AFFIRMS

That there is a God and He is clearly revealed through the *Bible*;

That Jesus Christ is the Son of God and is the example to be imitated;

That the educational process may not be divorced from the divine reality of God;

That spiritual commitment, tolerating no excuse for mediocrity, demands the highest standards of academic excellence;

That truth, having nothing to fear from investigation, must be pursued relentlessly;

That freedom, whether spiritual, intellectual, or economic, is indivisible;

That the student, as a person of immortal heritage, is the heart of the educational enterprise;

That knowledge calls, ultimately, for a life of service;

That into this specialized Christian institution, there shall never be admitted any religious test for admission or graduation; but, that all students hereof shall forever enjoy full, free, absolute, and uninterrupted freedom of conscience.

STUDENT HANDBOOK

A MORE RELEVANT, STUDENT-ORIENTED CATALOG

The Administration and Faculty of Amberton University are proud to present *Amberton University Catalog 2024/2025*. This most recent edition again incorporates expanded course descriptions that include the major “competencies” that are taught in each course.

The reporting of competencies provides students with a clearer understanding of each course and the knowledge to be gained. At Amberton University, a student knows prior to taking a course some of the major competencies over which he/she will be tested and expected to master. By successfully completing a course, students can use these competencies as a part of their resumes in reporting knowledge attained through their educational experiences.

More importantly, after the competencies for each course are developed, each degree offered by Amberton University is re-evaluated to assure a maximum exposure to knowledge with minimal duplication. Program learning is predicated on the introduction, reinforcement, and assessment of the most relevant program concepts and ideas. In essence, not only does the University revise each of its courses every two years but also each degree offered to assure the students of academic relevance and quality that we believe leads to a superior education.

UNIVERSITY PUBLICATIONS

The University provides various publications designed to inform students, potential students, and interested friends of university information.

Amberton University will maintain a current general information catalog that describes the academic programs, regulations, courses, standards, financial expectations, etc. for students, potential students, and the general public.

In addition to the catalog, the University will provide a supplement *Schedule of Classes* each session that includes academic and financial information relative to the session. The University will also provide Program Handbooks for specialized degree programs that lead to licensure or have specific program requirements. These handbooks are available on the various degree pages on the University’s web site.

Additional brochures, supplements, newsletters, etc. will be developed as merited to properly externalize the programs of Amberton University. The University has concluded that no publications, surveys, opinion polls, etc. may be distributed at the University without prior approval from the Administration.

AMBERTON UNIVERSITY’S UNIQUE LEARNING OPTIONS

Amberton University caters exclusively to the working adult and recognizes the many and varied obstacles that must be managed in order to pursue advanced educational training. From over fifty years of catering exclusively to adults, the University has learned:

Adult students should not be placed in “locked” groups or programs that do not allow the drop-in/drop-out needs of working adults.

Class options are required that allow the working adult to respond to the unique time constraints placed upon him/her because of family, personal, and business demands.

Admission, registration, and all student services must honor the time constraints of working adults and must be packaged in a well-organized, efficient academic atmosphere.

Adult, working students are commuter students; the University must provide ample close-in, secured parking; current research resources; comfortable facilities; and relevant academic offerings.

Most working adults do not need added debt. For this reason, Amberton University encourages students to enroll in one course per session and “pay as they go.” If loans are necessary to meet financial needs, students are encouraged to borrow wisely and use good judgment.

The unique learning options of Amberton University include the following:

Ten-week sessions offered four times annually, allow greater options for attendance.

Offering courses as either lecture classes or on-line classes allows students to mix learning options, as needed.

STUDENT HANDBOOK

Course and program offerings are provided (1) in the evening during the week, (2) on weekends during the day, and/or (3) through on-line learning in a “mix-as needed” option for students.

Costs for classes are the lowest of any private university in the region.

LEGAL NOTICE OF NON-DISCRIMINATION

Amberton University is committed to providing a work and educational environment free of Discrimination and Harassment. The University does not discriminate or tolerate Discrimination or Harassment against individuals on the basis of sex, gender, race, color, ethnic or national origin, age, disability, genetic information or veteran status (collectively, “Protected Status”) in its employment, admissions, and/or education programs and activities.

As a nondenominational Christian institution, Amberton University is exempt from some of Title IX’s and Title VII’s requirements because of its commitment to Christian ethics. While Amberton University does not discriminate on the basis of religion concerning admission, the University does discriminate on the basis of religion concerning employment. Because the University is committed to Christian ethics, a Christian commitment is required of all employees.

To review the University’s complete Non-Discrimination Policy, refer to the University’s web site. Open the web site menu and click on ‘About Amberton’ then choose ‘Non-Discrimination Notice’.

Inquiries regarding the University’s equal opportunity policy and non-discrimination may be addressed to:

Dr. Jo Lynn Loyd
Vice President for Strategic Services
Amberton University
13601 LBJ Freeway
Garland, Texas 75041
(972) 279-6511 ext. 126
JLoyd@Amberton.edu

THE ETHICAL STANDARDS OF AMBERTON UNIVERSITY

The basis for the ethical standards of Amberton University is couched in the Christian principles presented in the New Testament of the *Bible*. The University’s *Catalog* and the *Policies and Regulations Manual* govern the procedures and rules to be honored by both the University and its constituents. If (or when) there is a discrepancy in policies of the University, the solution will be to the advantage of the constituent, not the University.

SEXUAL MISCONDUCT

Students, staff, faculty, and all employees have the right to pursue education and work in an environment free from sex discrimination, including sexual violence, sexual misconduct, stalking, and harassment.

As part of Amberton University’s overall ethical regulations, the harassment of any kind, including race, religion, sex, age, national and ethnic origin, or disability will not be tolerated. In particular, an atmosphere of tension created by ethical or religious remarks, unwelcome sexual advances, requests for sexual favors, or other conduct of a sexual nature does not belong in the institution or workplace. Amberton’s complete Sexual Misconduct Policy, including how to report incidents anonymously, is on the web site. Open the web site menu and click on ‘About Amberton’ then choose ‘Title IX Information’.

STUDENT HANDBOOK

General Information

Student Life and Conduct

Student Services

University Technologies

Library Resources

Safety and Security

Financial Information

Financial Aid

General Academic Information

Distance Learning Courses

STUDENT LIFE AND CONDUCT

GENERAL PHILOSOPHY

Individualism is paramount to an understanding of the general student life and conduct philosophy of Amberton University. Each student is considered a unique individual, divinely created, and capable of becoming better each day. Amberton University never combines students into general groups, nor does the University respond to petitions or group demonstrations that diminish individualism. The University is committed to academic excellence rooted in personal integrity.

The philosophy of Amberton University is committed to the belief that talent without discipline is useless, and knowledge without character is perilous. The University operates on an honor system, and honesty and integrity are essential characteristics of all who are associated with the institution. Because the University's reputation is ultimately determined by those who earn a degree, Amberton University insists upon evidence of personal integrity in addition to academic excellence. The personal integrity of a student will be proven by the student's ability to handle his/her academic, financial, personal affairs, and conduct in a straightforward manner consistent with the rules and regulations outlined in this catalog.

Amberton University strives to provide education in an atmosphere consistent with the ethical standards and principles set forth in the New Testament of the *Bible*. The maintenance of high standards of personal behavior is essential to the preservation of the academic and moral atmosphere of the University. Personal integrity and high moral standards are central to the educational process. By enrolling at Amberton University, a student signifies his or her willingness and agreement to live in accordance with the standards set forth by Amberton University.

Attendance at Amberton University is a privilege, not a right. If, in the judgment of the University, a student's academic performance or personal conduct is substandard, the University retains the right to deny the student further enrollment.

ETHICAL STANDARDS EXPECTED OF STUDENTS

Amberton University caters to working adults. Each student's behavior is to reflect a refined maturity and attitude that complies with the standards outlined in this catalog. In addition, all students admitted to the University's Master of Arts – School Counseling EPP are expected to adhere to the Educators' Code of Ethics and attest to their compliance. Students enrolled in the MA-School Counseling program must also adhere to the program's Dismissal Policy located in the School Counseling Handbook and on the web site.

- Loud discord, language designed to intimidate or bully, abusive or belligerent actions, or any continuing annoyance to others is unethical.
- Physical, verbal, or written abuse, or any type of harassment is unethical.
- Stealing, lying, cheating, cursing, verbalizing or writing vulgarities, or threatening in any manner is unethical.
- Failure to respect the personal rights, safety, and health of others is unethical.
- To be disruptive or disrupt the study of others or to disrupt any University activity is unethical.
- To damage or misuse the property belonging to others or to damage or misuse University equipment, property, or facilities is unethical.
- Failure to carry proper identification and provide such identification when requested by any University official is unethical.
- The possession, use, or distribution of any form of alcoholic beverage or illegal drugs while on the property of Amberton University is unethical.
- Failure to take care of University related business, including financial obligations, is unethical.
- Failing to refrain from smoking in any portion of the facility is unethical.
- Possessing any type of firearm or weapon while in any Amberton University facility is unethical except where permitted by law.
- The leaving of an unsupervised minor anywhere on Amberton University property is unethical.
- Dress that fails to appropriately support the adult, modest, professional atmosphere desired by the University's faculty and administration is unethical.
- Soliciting and/or distributing (selling, surveying, petitioning, etc.) any materials or merchandise on University property without administrative authorization is unethical.
- Failure to comply with a directive from a University official is unethical.
- Using the University's name or logo without written permission is unethical.
- The improper or non-academic use of Amberton's equipment and/or technologies is unethical.

STUDENT HANDBOOK

- Domestic violence, dating violence, sexual misconduct, including assault, stalking, or any form of sexual harassment, is unethical. See the University's web site for the complete Sexual Misconduct and Title IX Statements.

Violations of the ethical standards expected of students may result in disciplinary action. Such action may take the form of a reprimand, probation, suspension, legal sanctions, and/or expulsion from the University. Suspension and any discipline short of expulsion are not considered punishment but a part of the educational process. A student may be suspended for an indefinite period of time, depending upon the offense. Expulsion is permanent.

DUE PROCESS IN HANDLING VIOLATIONS OF THE ETHICAL STANDARDS

Should a student be accused of violating the ethical standards of the University, "due process" in handling the violation will be as follows:

1. The Administration and Faculty of the University, by virtue of their positions, exercise initial jurisdiction whenever circumstances dictate disciplinary action.
2. The student may accept the initial judgment of the Administration or Faculty or may appeal, in writing, to the President.
3. Upon written appeal, the President of the University may render immediate judgment on issues not subject to expulsion or may appoint an Ethical Review Board to hear the appeal. All cases that could result in expulsion are presented to an Ethical Review Board. The following guidelines will be observed in an Ethical Review Board appeal:
 - a. Prior to the hearing of an appeal case, the accused student shall be informed in writing of the charges against him/her and he/she will be allowed up to three days of preparation prior to the convening of the Ethical Review Board.
 - b. During the meeting of the Ethical Review Board, the student and qualified witnesses will be permitted to testify and present applicable statements (all witnesses shall attest to a statement regarding the accuracy of the testimony to be given). Reasonable cross-examination privileges are extended. Hearings are closed to all except members of the Ethical Review Board, the student, administrative personnel, and witnesses approved by the Board.
 - c. The findings and recommendations of the Ethical Review Board shall be submitted to the President of the University. The President may accept or reject the recommendations of the Ethical Review Board. The decision of the President shall be final and will be provided to the student within forty-eight hours after the conclusion of the Ethical Review Board.

Should an applicant violate an ethical standard of the University, admission will be denied or withdrawn without recourse.

STUDENTS' RIGHTS - EDUCATIONAL RECORDS

Annually, Amberton University informs students of the Family Educational Rights and Privacy Act of 1974, as amended (FERPA). This act, with which the institution intends to comply fully, was designated to protect the privacy of education records and afford students certain rights with respect to their education records. These rights include:

1. Inspection and Review – Students have the right to inspect and review education records within 45 days of the day the university receives a request for access. Students should submit a written request to the Vice President for Strategic Services that identify the record(s) they wish to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the University official to whom the request was submitted does not maintain the records, that official shall advise the student of the correct official to whom the request should be addressed.
2. Request Amendment – Students have the right to request the amendment of the student's education records that the student believes are inaccurate, misleading, or otherwise in violation of the student's rights under FERPA. Students may ask the University to amend a record that they believe is inaccurate or misleading. They should write the University official responsible for the record; clearly identifying the part of the record they want changed, and specify why it is inaccurate or misleading. If the University decides not to amend the record as requested by the student, the University will notify the student of the decision in writing and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

STUDENT HANDBOOK

3. Consent to Disclosure – Students have the right to provide consent to disclosure of personally identifiable information contained in the student’s education records, except to the extent that FERPA permits the University to disclose such information without the student’s consent. Exceptions that permit (but do not require) disclosure without consent include:
 - a. To school officials with a legitimate education interest. A school official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the University has asked or contracted to provide institutional services and functions (such as an attorney, auditor, collection agent, contractor, consultant, or volunteer); such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if the office needs to review an education record in order to fulfill his or her professional responsibility.
 - b. To officials of another school, upon request, in which a student seeks or intends to enroll. The student shall receive notification of the disclosure unless the student initiated the disclosure. Such a disclosure must relate to the student’s enrollment and transfer, but may include updating and correcting information after the transfer or enrollment is complete.
 - c. To school officials or lending institutions, in connection with financial aid for which the student has applied or which the student has received, if the information is necessary in determining eligibility, amount, conditions for the aid or enforcing the terms and conditions of the aid.
 - d. To organizations conducting studies for or on behalf of educational institutions.
 - e. To accrediting organizations.
 - f. To parents of dependent students if the student is a verified dependent for tax purposes under Internal Revenue Code 1986, Section 152.
 - g. To parents of students under the age of 21 who have violated University policies related to alcohol or controlled substances.
 - h. To provide final results of disciplinary proceedings against a student who is an alleged perpetrator of a violent crime (18 U.S.C. § 16) or non-forcible sex offense, if the University finds that the student committed a violation of the University’s rules or policies. The University may also disclose information to a victim of an alleged crime of violence or non-forcible sex offense regardless of whether the violation was proven under the University’s rules and policies.
 - i. To persons whose knowledge is necessary to protect the health and safety of the student or other individuals. This requires the University to determine that there is an articulable and significant threat to the health and safety of a student or other individuals.
 - j. To comply with a lawfully issued subpoena or court order.
 - k. Information the University has designated as “Directory Information”, unless a hold has been placed upon the release of information by the student. The following information is considered to be directory information and may be disclosed by the University for any purpose, at its discretion: Name, classification, identification number, major field of study, dates of attendance, full-time or part-time status, and degree(s) conferred (including dates).
 - l. Currently enrolled students may withhold disclosure of “Directory Information”. To withhold disclosures, written notification must be received in the Vice President for Administrative Services Office within 12 calendar days from the first day of a session. Forms requesting the withholding of “Directory Information” are available on the University’s web site under ‘Forms & Publications’. Amberton University assumes that failure on the part of any student to specifically request the withholding of categories of “Directory Information” indicates approval for disclosure.
4. File a Complaint – The right to file a complaint with the U.S. Department of Education concerning alleged failures by the University to comply with the requirements of FERPA. The name and address of the office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
600 Independence Avenue, SW
Washington, DC 20202-4605

STUDENT GRIEVANCE AND APPEAL

A student who feels that he/she has been improperly treated concerning finances, grading, registration, or any other student service, has the right to file a grievance to correct the wrong. The following procedure shall be followed in filing a grievance: (The terms “grievance” and “complaint” are used interchangeably.)

- I. First, whenever possible, the matter in question should be discussed directly with the person causing the grievance. Every effort should be made to resolve the grievance on a one-on-one basis. If the grievance concerns a grade earned in a class, the student must understand that he/she cannot challenge the judgment of the instructor but only the accuracy of the grade and/or fact.
- II. If the student is not satisfied with the outcome of the one-on-one effort (or if the student does not know who the specific individual is who caused the grievance), the student may contact the appropriate administrator for assistance (Academic Dean for academic-related and student services appeals; Executive Vice President of Operations for financial appeals). The appeal to an administrator should be in writing.
 - A. The student's written grievance should be explicit and include any support materials.
 - B. The University will respond to all written grievances and include them as a part of institutional records.
 - C. All grievances will be processed expeditiously.
- III. If the student is dissatisfied with the solution proposed by the administration, the student may appeal, in writing, to the President. The student may include additional information or facts in the written appeal. The President may make a final decision immediately or elect to form a grievance-hearing committee to consider the complaint. The committee, if appointed, will review all written documents and forward their recommendation to the President, whose decision shall be final.

All student grievances must first be addressed internally. If the internal resources have been exhausted and the grievance is not satisfactorily resolved, the student may file a written complaint with the:

Texas Higher Education Coordinating Board
Office of General Counsel
P.O. Box 12788
Austin, TX 78711-2788

IV. Complaint Process for the Educator Preparation Program

The Texas Administrative Code (Rule §228.70) requires that Educator Preparation Programs (EPP) maintain a process for filing and resolving complaints and provide information for filing formal complaints with the Texas Education Agency (TEA). If you have a complaint about the Amberton University Educator Preparation Program, please follow the institution's “Student Grievance and Appeal” Process.

Texas Education Agency Complaint: If you believe that the Amberton University EPP has violated state law or rule in resolving your complaint, you may file a formal complaint with the Texas Education Agency. The complaint process allows for an applicant, candidate, employee, or former employee of an EPP, a cooperating teacher, a mentor, or an administrator in a school district, charter school, or private school to submit a complaint about an EPP for investigation and resolution.

The complaint process allows individuals to seek redress in areas where they feel that the program did not fulfill requirements for certification or for actions that the individual feels are wrong. Educator preparation programs may also file a complaint about the actions of other EPP programs when it involves a candidate's transfer into or out of a program.

Not all complaints fall under the authority of TEA. TEA has jurisdiction to investigate allegations of noncompliance regarding specific laws and rules, generally related to state and federal requirements. Complaints may address educator preparation program requirements listed in Texas Administrative Code (TAC) §§ 227, 228, 229, ethics (TAC §247), fingerprinting (TAC §§227, 232) and certification (TAC §§230, 231, 232, 239, 241, 242). TEA staff and the SBEC do not have jurisdiction over complaints related to contractual arrangements with an EPP, commercial issues, obtaining a higher grade or credit for training, or seeking reinstatement to an EPP.

Further information on the TEA Complaint Process and access to the TEA Complaint Form may be found on the TEA web site, <https://tea.texas.gov>.

STUDENT HANDBOOK

General Information

Student Life and Conduct

Student Services

University Technologies

Library Resources

Safety and Security

Financial Information

Financial Aid

General Academic Information

Distance Learning Courses

STUDENT SERVICES

GENERAL INFORMATION

The Student Services program of Amberton University has been designed to support and supplement the University's formal academic programs. These services include academic advising, student account services, VA benefits, foreign students' ICE needs, ADA Accommodations and copies of records. For additional information, refer to "Students' Rights - Educational Records" and "Legal Notice of Non-Discrimination." Contact the Vice President for Strategic Services with specific questions.

THE ACADEMIC ADVISING SYSTEM (DEGREE PLANS)

The process of academic advising at Amberton University involves both technology and human assistance. All students who enroll with Amberton University are provided academic advisors. All new students should talk with an advisor prior to enrolling. Any student, new or returning, seeking to enroll for more than twelve hours for the undergraduate student and more than nine hours for the graduate student must have prior approval. While degree and course selection is the responsibility of the student, advisors are available to assist the student in interpreting data and considering options.

Amberton University has an on-line Academic Advising System (AAS) exclusively for its students. The system is available on-line in the Student Portal, the CampusWeb system and through the Student Services Office, or a student may request a copy of his/her degree plan through the mail, by fax or e-mail. At the conclusion of each session, students are notified of their course grades and degree plans are updated on all University systems.

The on-line Academic Advising System for Amberton University gives students access to:

1. A *Transfer of Credit Report* that reports all courses accepted in transfer from other institutions and how those courses are equivalent to Amberton University courses.
2. A *Course Inventory* that reports all courses completed at Amberton University, total credits awarded, and grade-point average.
3. A *Degree Plan* that uses transfer information as well as work completed at Amberton University relative to a specific degree (identified by the student) to provide the student with information relative to courses completed and courses needed to complete the degree requirements.

In order for the system to work most efficiently, the student should do the following:

1. Verify that Amberton University has official copies of all academic transfer work.
2. Review on-line degree plan for selecting classes for the next session. Amberton University updates degree plans at the conclusion of each session and when transfer work is submitted and evaluated. Students needing assistance in interpreting data are encouraged to visit with an academic advisor.
3. Visit with an academic advisor and seek help interpreting academic records (degree plan, transfer work, courses completed) when necessary.
4. Use the system regularly to make sure degree requirements are being satisfied.

FINANCIAL ADVISING

The University's philosophy is to keep educational costs affordable so students "pay as they go" and not incur long-term debts. The University is an approved Title IV educational institution and can award financial aid to eligible undergraduate and graduate students who are pursuing an approved degree program. Please refer to the University's Financial Aid Handbook, available on the University's web site by opening the web site menu and choosing 'Tuition and Financial Aid' and 'Financial Aid Handbook', for more information concerning financial aid policies and procedures. For those students who have acceptable credit references, the University offers convenient payment plans allowing deferred payment options. MasterCard, Visa, American Express and Discover credit cards are also accepted as payment of an account. Please speak with an Advisor and/or see the University's web site for more payment options. Amberton encourages students who secure Federal Direct Loans or Private Loans to use good judgment and borrow only as much as they need.

INTERNATIONAL STUDENT ADVISING AND ADMISSION

Amberton University is authorized under federal and state laws to enroll qualified international students seeking bachelor or master degrees. Primarily, Amberton University is designed for the mature, working adult who is an English-speaking citizen of the United States of America. However, Amberton will allow international students (non-U.S. citizens/non-permanent residents) to enroll in some academic programs if, after evaluation, it is determined that the University can provide for the special and unique needs often presented by these students. Due to course and enrollment requirements, undergraduate students with a F-1 visa cannot be admitted to the University.

The international student must submit his/her application for admission, transcripts, and any other supporting documents before admission can be considered. Any international student who requires Immigration and Customs Enforcement (ICE) forms must supply all required documents at the time of requesting admission. (See Amberton's *International Student Required Documents List* on the University's web site.) Students needing ICE forms may speak with an admission advisor for further information and guidance. A processing fee is required of all non-U.S. citizens/non-permanent residents at the time of application for admission, regardless of ICE classification.

International students must fulfill the following admission requirements:

- (1) Be over 21 years of age and fluent (reading, speaking, and writing with facility and smoothness) in the English language.*
- (2) Submit Application for Admission along with a non-refundable processing fee, and all required ICE documents (see Amberton's *International Student Required Documents List* on the University's web site). Also, each session enrolled, the student will pay a fee to cover the costs of ICE reports.
- (3) Submit official transcripts from all colleges and universities attended in the U.S.A. Students subject to ICE regulations must have been in attendance within the past 5 months and be "in-status" with ICE and SEVIS.
 - Undergraduate students must have a minimum of 30 semester hours of acceptable work from a U.S.A. accredited institution.
 - Graduate students must have a bachelor's degree from a U.S.A. accredited institution or the equivalent. For degrees earned outside of the United States, evidence that the academic work completed is equivalent to a U.S. bachelor's degree is required. Transcripts must be evaluated course by course by a NACES approved evaluation service, such as Educational Credential Evaluators (ECE), World Education Services, Inc (WES ICAP evaluation) or Span Tran Educational Services (Divisional Course by Course) before evaluation and processing by Amberton University.
- (4) No international student who is on probation at a U.S.A. college/university previously attended will be considered for admission to Amberton University. For undergraduate students, an overall GPA of at least 2.0 is required when seeking admission. The standard for graduate students is an overall GPA of at least 3.0.
- (5) Because of course delivery restrictions, not all programs are available to F-1 students. Refer to the University's web site (Programs and Courses. Admission Requirements; International Students) for more information or speak with an advisor.

* *The ability to read, write, speak, and understand English is vital for success at Amberton University. If applicant's native language is not English and the applicant has been educated outside of the United States in a non-English speaking country, s/he must demonstrate English proficiency. Proficiency may be demonstrated by:*

- Submitting an acceptable Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) examination score. At the time of enrollment, the test score must be less than two years old. Minimum test scores are as follows:
 1. 80 TOEFL IBT (Internet-based test)
 2. 550 TOEFL (Paper-based test)
 3. 215 TOEFL (Computer-based test)
 4. 6.5 IELTS Band
- A personal interview with Amberton University staff to determine applicant's ability to communicate effectively in English. Professional experiences and work history may be considered when evaluating English proficiency.

VETERAN ADVISING

Amberton University has been approved by the Texas Veterans Commission to administer the Veterans' Educational Benefits program. The Veterans' Administration requires that each veteran receiving educational benefits be enrolled for courses that lead to a specific educational objective. A veteran may not receive benefits for courses that he/she has already received credit, for courses which are in excess of degree requirements, or for courses which do not apply to a degree. A customized financial cost worksheet and degree plan will be provided upon request.

For certification with Veterans Affairs, eligible students must submit a certificate of eligibility for entitlement to educational assistance and complete the "Veterans Information Form" (available on the Amberton University web site or in the Student Services Office). The Veterans Information Form must be completed each session that benefits are requested.

It is the responsibility of the student receiving benefits to notify the Amberton University Veterans' Official immediately if there are changes in his/her enrollment or personal information. In order to continue to be eligible for benefits, veteran students must maintain satisfactory academic progress. (See "Academic Performance of a Student" for further information regarding satisfactory academic progress.)

STUDENT RECORDS

Student records, which consist of an Amberton University application, test scores (when appropriate), official transcripts, and copies of all University correspondence, will remain active for three years following the end of the last session enrolled. These files are then destroyed. Students who enroll after their records have been destroyed must reapply for admission and resubmit all records. Certain files may be retained longer to comply with state or federal law.

All educational records of students who apply for admission or enroll at Amberton University become and remain the sole and exclusive property of the University. Relative to these records, Amberton University adheres to the following policies:

Amberton University will not produce a student directory and will not release any information on a present or former student who has submitted a written FERPA Nondisclosure Request. Information on a present or former student will not be released to independent parties without direct written consent from the student or required by law or statute.

Amberton University will never provide or sell lists of students and their addresses to external agencies or businesses for commercial purposes.

Each student's record is considered confidential and will be made available to Amberton University personnel or school officials on a "need-to-know" basis only.

A student may review his/her records in the presence of a University representative and may request copies of any information enclosed, except transcripts from other universities. (Copies provided at student's expense.)

TRANSCRIPT SERVICE

The academic transcript is a copy of the official document on which are listed all Amberton University courses attempted, all grades assigned, and the degree status of the student. For a fee, a student may request a transcript from the Student Services Office in person and normally can receive a copy immediately, or the student may fax, mail, or email the request. Official copies of records and transcripts from schools other than Amberton University must be requested by the student from the institutions where the course work was completed.

Please refer to the current *Schedule of Classes* or the University's web site for the specific transcript fee. Adequate notice of requests (a minimum of 24 hours) is required for transcript processing; however, during peak periods (i.e., registration and final examinations) there will be some delay. Transcripts cannot be released unless the student has satisfied all admission, financial, and other obligations to the University. Transcripts from other institutions provided by the student as a condition of admission become the property of Amberton University and will not be copied or returned to the student.

All academic records of all students forever remain the property of Amberton University and can be maintained or disposed of in whatever way the University chooses. Amberton University is under no obligation to maintain an academic transcript for a student who has been declared delinquent for failure to honor his/her academic/financial responsibilities. The academic transcript of a student declared delinquent will be expunged. All obligations owed or deemed appropriate by the University must be satisfied before the University will consider restoration of expunged records.

NEW/PROSPECTIVE STUDENT ORIENTATION

Several times during the year Amberton University conducts new/prospective student orientations. The programs are designed to orient the student to the facility, programs, library opportunities, University regulations and procedures, and academic advising (see current *Schedule of Classes* and the web site for dates of orientation sessions).

EMPLOYMENT OPPORTUNITIES AND JOB PLACEMENT

As the majority of students attending Amberton University are employed full time, the University does not sponsor job placement seminars or have an employment opportunities office. From time to time, the University receives notices of job openings from area businesses. These notices are posted in the student center and on our web site. Additionally, students are encouraged to use on-line services available when seeking career opportunities. Through on-line services, students can search for employment locally as well as nationwide.

DISABILITY AND ACCOMMODATION SERVICES

In compliance with the Americans with Disabilities Act of 1990, Amberton University recognizes a student with a disability as anyone who has a physical or mental impairment that substantially limits one or more major life activity. The Office for Strategic Services at Amberton University serves as the primary contact point for students with disabilities for new students seeking admission or current students requesting ADA accommodations after admission had been granted. Coordinated by the Vice President for Strategic Services, the OSS strives to help students with appropriate accommodations and support consistent with the mission of the University to provide equality education to working, adult students. A student requesting ADA accommodations is instructed to do so as a part of the admission process so that a determination can be made as to what accommodations are available prior to admission.

The OSS coordinates assistance for students with documented disabilities in cooperation with other University departments and in accordance with applicable state and federal laws. Appropriate and current documentation provided by a professional with appropriate training and credentials related to the area of disability must be presented to the OSS before accommodations are authorized. The documentation provided guides the development of appropriate accommodations. Recommended accommodations needed in a postsecondary educational setting, as well as duration and rationale for specific recommendations, should be included in the submitted documentation. Amberton University recognizes the vital assistance provided by trained, documented service dogs and welcomes their presence on its campuses. However, Emotional Support Animals (ESA) are not allowed.

Upon receipt of sufficient documentation, the OSS will work with the student to determine what accommodations can be provided to meet the student's needs. The OSS will then provide written confirmation of the accommodations to the student, faculty and other relevant individuals.

To apply for disability accommodations, contact:

Dr. Jo L. Loyd
Vice President for Strategic Services
13601 LBJ Fwy
Garland, TX 75041

(972) 279-6511 ext. 126
VPSS@Amberton.edu

STUDENT HANDBOOK

General Information

Student Life and Conduct

Student Services

University Technologies

Library Resources

Safety and Security

Financial Information

Financial Aid

General Academic Information

Distance Learning Courses

UNIVERSITY TECHNOLOGIES

UNIVERSITY TECHNOLOGIES

Amberton University offers a variety of technologies that enable the student to communicate with the University at any time. The systems are available to students and the public and allow access to Amberton University 24 hours a day, 365 days of the year. Amberton's technology systems include the following:

VOICE MAIL SYSTEM: (972) 279-6511

The Amberton University telephone system allows a caller to leave a voice message for any faculty, administrative or staff person. The system is menu driven and provides key extension numbers for Amberton University personnel. In addition, class closings due to holidays or inclement weather are announced through the Automated Voice Mail System as well as the University's web site.

The voice mail system is one of the methods by which students can communicate with faculty. (See individual course syllabi for extension numbers.) However, students should follow these procedures when leaving a message for faculty, as well as all Amberton personnel.

1. The voice mail system is designed for brief messages. One should organize his/her thoughts and be precise. If a lengthy message is needed to explain a matter, the message should be written, then e-mailed.
2. Never leave only a name and number, requesting the recipient to return the call.
3. Leave clear identification, the exact purpose for the call, and information on how the caller may be reached if more information is needed.
4. It is the student's responsibility to follow up on unanswered messages. A student is not absolved of responsibility concerning an issue simply by leaving a message. The student must follow all messages to a conclusion.
5. To protect all parties involved, matters of major importance should always be placed in writing.

FAX SYSTEM:

Amberton University provides three fax options:

1) Administrative Fax Line: (972) 279-9773

Registration materials, transcript requests, class changes and payments by credit card may be faxed to the University's Administrative Services Office via the Administrative Fax line. Please remember that all non-business information received over this fax will be discarded. Do not use the Administrative Services Fax for submitting academic work or assignments.

2) Faculty Fax Line: (972) 686-5890

Class assignments, correspondence to faculty, and other academic work may be faxed directly to the Instructional Services office via the Faculty Fax line. Permission from the instructor is required before faxing. Do not use the Faculty Fax for registration or other administrative records business.

The Faculty Fax is one of the methods by which students may communicate with faculty. Read each course syllabus carefully to determine which forms of communication the course requires. The following points should be remembered when corresponding by fax:

- a. Clearly identify the recipient, sender and purpose of the fax. Faxes received without this information cannot be guaranteed delivery.
- b. It is the student's responsibility to ensure the recipient has received the fax. If the student has a question concerning receipt of a fax, s/he should contact the intended recipient directly.

3) Library Fax Line: (972) 686-5567

Written correspondence for the Library Resource Center may be faxed to this fax line, along with requests for Interlibrary Loans and TexShare cards.

AMBERTON e-MAIL

All administrators, faculty, and operational departments of Amberton have e-mail addresses and can be contacted by students. Faculty e-mail addresses are listed in individual course syllabi and in each session's *Schedule of Classes*. Administrative and departmental e-mail addresses are listed in the *Schedule of Classes* and on the Amberton web site.

All currently enrolled students are also assigned Amberton e-mail accounts for use in University courses and to contact University offices and personnel. Information on student e-mail access may be found in course syllabi. **It is important that students use their Amberton e-mail accounts rather than personal e-mail accounts when**

STUDENT HANDBOOK

contacting the University. Students are also encouraged to check their e-mail accounts regularly for University news and announcements. Should an emergency situation occur requiring student notification, such notification will be submitted through the Amberton e-Mail system. In the event the e-Mail system is inoperable (due to power outage or natural disaster), the University will use whatever methods at its disposal to convey emergency information, such as radio or television news channels.

As with all forms of communication, certain procedures should be observed. When sending correspondence by e-mail, the student should be as clear and concise as possible in explaining his/her need or request. Since e-mail addresses are often abbreviations and cannot always be linked to the student's identity, the e-mail should contain the student's full name under which s/he is enrolled at Amberton.

In keeping with Amberton's Technology Usage Policy, users are advised that all university-provided technology systems are university property and are intended for educational use only. The use of these systems is a privilege, not a right, and use may be revoked at any time. Amberton technology systems are subject to monitoring for security, network management or other purposes as may be required. Any communications made via these systems are not guaranteed to be private and can be read or deleted at the University's discretion.

AMBERTON LEARNING MANAGEMENT SYSTEM—Student Portal

The Student Portal and the CampusWeb is Amberton's on-line education center. These systems provide many on-line resources for Amberton faculty and currently enrolled students. Each of these resources has been exclusively designed to make the student's on-line experience an enriching and rewarding one. We encourage each Amberton student, regardless of delivery method (lecture or on-line), to use these resources effectively.

Through these systems, users may:

- Access academic and financial information.
- Make payments on-line.
- Access University provided student email account.
- Access on-line courses through Moodle.
- Conduct on-line research.
- Access digital resources provided by faculty.

To access these systems, please review the 'Accessing Accounts information' by opening the web site menu and choosing 'About Amberton' and 'All Forms & Documents'.

AMBERTON UNIVERSITY TECHNOLOGY USAGE

Amberton University provides students with an array of equipment and technologies to be used in communication, instruction, and research opportunities. The use of Amberton University technologies and equipment is by permission only. All data on University equipment/technologies, including files, e-mails and postings, belong to the University and can be read or deleted at the University's discretion. No user of Amberton computing resources or electronic communication systems should consider their messages or files private. In addition, because of the volatile nature of digital information, and the possibility of system failures and possible software or hardware problems, no user should consider that messages or files are secure or preserved.

Users are responsible for maintaining current virus protection on their systems and for implementing virus checks of any downloaded files from Amberton. Users who do not follow these procedures and/or who knowingly spread computer viruses shall be subject to disciplinary action. Deliberate attempts to degrade or disrupt Amberton's computers, network and/or systems will be viewed as criminal activity under applicable state and federal law.

All University equipment and technologies are restricted to educational endeavors only, and any abuse, as determined by the University, will result in the revoking of the usage privilege. Improper use of Amberton University equipment or technologies is a breach of institutional ethics and could result in suspension or expulsion.

STUDENT HANDBOOK

General Information

Student Life and Conduct

Student Services

University Technologies

Library Resources

Safety and Security

Financial Information

Financial Aid

General Academic Information

Distance Learning Courses

LIBRARY RESOURCES

THE LIBRARY RESOURCE CENTER

In keeping with Amberton University's commitment as a specialized institution of higher education, the Library Resource Center (LRC) meets the needs of all students through a collection of print and on-line resources. These resources are selected to support the University's courses and degree programs. In conjunction with the faculty, the LRC continually identifies and acquires new print and electronic materials, which assure students accessibility to relevant and timely information. All Amberton students are expected to conduct scholarly research in the fulfillment of course requirements.

CAMPUS RESOURCES

Library Resource Center on-campus resources include relevant reference and circulating materials, including books, handbooks, journals, indexes and abstracts. The convenient on-line public access catalog system is used to search library holdings which are continually updated. The LRC also houses a computer lab, available to all currently enrolled Amberton students. While Amberton students are expected to have access to the Internet through work or home, the LRC computer lab, equipped with state-of-the-art technology, provides high-speed Internet access and those tools required by students to conduct scholarly on-line research. Wi-Fi access is also available throughout Amberton facilities to currently enrolled students. An access code is required.

ON-LINE RESOURCES

For the student who may be taking courses off-campus, through distance learning or simply wants the convenience of researching at home, the LRC provides access to a wide variety of on-line research services. These services are accessible through the University's web site and through the Student Portal. Using these services, currently enrolled students can access thousands of full-text and abstract sources in the form of on-line journals, periodicals, electronic books and indexes. Students also have search access to the LRC holdings through the on-line public access catalog.

Amberton University is a member of national and state library research associations. These affiliations enable the Library Resource Center staff to locate materials in national databases for student interlibrary loans. In addition, students who reside in Texas are eligible to obtain a TexShare card that can be used to borrow books in many public and academic libraries throughout the state. Students needing assistance with any of these services should contact library personnel.

RESEARCH ASSISTANCE

The Library Resource Center's professional staff is available to assist all students, regardless of location, with their research needs. Assistance includes orientation programs, research training, document delivery, and reference help. Library personnel may be reached by phone, fax, e-mail, live chats through the Library web site, <https://library.amberton.edu>. Contact information is listed on the University's web site and in each session's *Schedule of Classes*. While the Library staff provides assistance in conducting on-line research, they do not provide basic computer training or training in application packages.

Students are expected to be computer literate before attending Amberton. Students are also encouraged to assess their research needs well in advance of the due date of any research project and to plan accordingly.

STUDENT HANDBOOK

General Information

Student Life and Conduct

Student Services

University Technologies

Library Resources

Safety and Security

Financial Information

Financial Aid

General Academic Information

Distance Learning Courses

SAFETY AND SECURITY

CAMPUS SAFETY AND SECURITY

Amberton University personnel are sensitive to the safety and security needs of students and employees. The University's campuses are monitored by local community Police Departments, Amberton University security personnel, and electronic surveillance. The facilities are lighted at dark to provide protective visibility and safety. However, no system is superior to each individual's good judgment and reasonable care. The basic rule is: Never take a chance; and, if you think there might be a problem, do not proceed—get help.

From time to time, one might be stopped by administrative or security personnel of the University (who will have properly identified him or herself). One should not be resentful if asked to present identification. The purpose is to make sure that those individuals who are on University property have a reason and a right to be present. The University will not hesitate to file trespassing charges against any unauthorized person on the property. The safety and the security of the campuses are of primary importance. Any crime or suspicion of a crime should be reported immediately.

CAMPUS CARRY

Senate bill 11 (SB 11) of the 84th Texas Legislature permits individuals holding concealed handgun licenses to carry handguns onto the campus and into the general buildings of the public and private institutions of higher education in Texas, unless a private institution has established rules, regulations, or other provisions prohibiting license holders from carrying handguns on the campus.

Amberton University's enrollment is limited to the mature, working adult seeking to finish a bachelor's degree or to begin or complete graduate studies. Students complete their degrees by taking on-line courses or a combination of on-line and in-classroom courses at the main campus in Garland or the Frisco Center. Amberton has no campus housing, no sporting events, no social clubs, and no dining facilities. The consumption of alcohol is prohibited on campus as is the use of illegal drugs. Considering the unique nature of the Amberton student and the campus environment, Amberton University complies with Senate Bill 11 allowing individuals holding valid handgun licenses to carry their concealed handguns onto the Amberton campuses and premises. For more information and to review the University's complete policy and procedures on Campus Carry, open the web site menu and choose 'About Amberton' and 'Campus Safety'.

EMERGENCY NOTIFICATION PROCEDURES

Should an emergency situation occur requiring student notification, such notification will be submitted through the Amberton e-Mail system or the University's web site. In the event these systems are inoperable (due to power outage or natural disaster), the University will use whatever methods at its disposal to convey emergency information, such as radio or television news channels or social media.

NOTICE OF SURVEILLANCE

All visits to Amberton University property or facility are subject to electronic surveillance. Sometimes the surveillance cameras are monitored by authorized security personnel, other times surveillance is recorded for review, if needed. All recordings are the property of Amberton University.

REPORTING A CRIME

Any incident of crime observed on Amberton University premises by a student is to be reported to a University official immediately. If the crime is underway and places a person(s) and/or property at risk, the student is to call law enforcement authorities without delay (call 911). A twenty-four hour telephone line (972 279-6511, Extension 121) will always be available for reporting an incident to University authorities. The University publishes annual security reports available on-line.

USE OF SOCIAL SECURITY NUMBER

While Amberton University has always maintained a highly secured system relative to student information, the University will continue to upgrade and improve its systems. To further protect its students, the following regulations and procedures have been implemented:

STUDENT HANDBOOK

For students' convenience and accuracy, Amberton will continue to require the SSN as an identifier for admission, for accurate internal posting, and for use as a long-term personal identifier of financial and academic records.

Amberton will use the AU ID (Amberton ID#) instead of the SSN in all institutional printouts (exceptions: Official Academic Transcript, legal and government required/authorized reports).

Amberton will continue to refuse to provide any information on any student unless authorized by the student or directed to do so by an authorized legal/governmental agency or approved entity.

A unique Amberton University Identification Number (AU ID) is issued to each student attending the University. This number may be used in the place of the SSN when corresponding with the University, except when requesting the issuance of an official transcript. Other forms of ID's and passwords may be required to access University on-line systems.

UNSUPERVISED CHILDREN

The University has a regulation that forbids any student or employee to leave minor children unsupervised anywhere in the Amberton University facility or on its property. The University's regulation is based upon the belief that proper care and protection of children take precedence over educational or vocational interests.

STUDENT HANDBOOK

General Information

Student Life and Conduct

Student Services

University Technologies

Library Resources

Safety and Security

Financial Information

Financial Aid

General Academic Information

Distance Learning Courses

FINANCIAL INFORMATION

INTRODUCTION

As an independent institution, Amberton University receives no support from taxation. Funds for educational operations come from the tuition and fees paid by students and from gifts and grants from concerned individuals and organizations.

Financial information is included in the *Schedule of Classes* issued by Amberton University prior to the beginning of each session. Detailed information concerning tuition, fees, and other expenses that might be incurred while attending Amberton University is included in the schedule and on the University's web site. The *Schedule of Classes* can be obtained by visiting Amberton University's web site or it can be emailed to you by a Student Advisor.

THE STUDENT ACCOUNT

All costs of tuition and fees are due and payable at the time of enrollment. Cash, personal or company check, and major credit cards (MasterCard, Visa, Discover, and American Express) are accepted as forms of payment. Students who can prove financial integrity to the satisfaction of the University may make application to defer their educational costs when registering. To be considered for deferred payment options, a student must have an acceptable credit history. Information on payment options is supplied on the University's web site. A finance charge of 3/4 of 1% will be calculated on all unpaid balances as of the last business day of each month after all credits, charges, and payments have been applied.

Any student whose account becomes delinquent or who is in any manner indebted to the University may be withdrawn from classes or denied enrollment, at the University's discretion. All University records, including transcripts and diplomas, will be removed from active records and withheld until full payment of the account is made.

REFUND POLICY

A student who officially drops a class during the first week of the regular ten-week session will be entitled to a full refund of tuition. A student who drops during subsequent weeks will be refunded at the following rates:

WEEK 2 - 80%

WEEK 3 - 60%

WEEK 4 - 40%

WEEK 5 - 20%

AFTER THE FIFTH WEEK, NO REFUND IS DUE.

The refund schedule is based on the beginning date of the session and continues for five (5) consecutive weeks.

**For sessions that are less than ten weeks duration,
The refund schedule will be stated in the session's publications.**

Complete withdrawals from a session cannot be submitted on-line. All complete withdrawals must submit the 'Request for Change of Schedule' form available in the Schedule of Classes and on the University's web site. A written notice including the student's name and signature, ID number, and course(s) to be changed can be submitted in place of the Change of Schedule Form. The notice may be submitted in a Student Services Office, mailed to the University, faxed (972-279-9773) or emailed (busoffice@Amberton.edu). The official date of the drop is the date the written notice is formally received by the University, NOT the postmarked date or the date stated in the notice.

MILITARY STUDENTS AND UNEARNED TUITION ASSISTANCE

Once the University is notified of unearned TA funds, the funding is returned to the appropriate funding source. The University has a pro-rated schedule through the first five (5) weeks of each session. After the fifth week of a given session, there is no tuition refund given to students who officially withdraw. When a student officially withdraws during the first week of a session, there is a 100% refund of tuition charges. During the next four (4) weeks, the amount of tuition refund reduces to 80%, then 60%, 40%, and 20%. If a student has a credit balance due to withdrawing and TA funds were previously received, the student can request a refund and provide the University with information on where to send the refund. Service members who have to withdraw during a session due to receiving deployment orders or other military service obligations must inform the University of this when they withdraw and the University will work with the student on the tuition charges for the affected

STUDENT HANDBOOK

session to ensure the service member does not incur a student debt. Unearned TA funds will be returned on a proportional rate based on the percentage of the session completed up to 60% of the session completed.

PAYMENT AND CASHING CHECKS

Students may pay their institutional charges with cash, check, or credit card. However, in the event a check is not honored by the bank on which it is written or a credit card authorization is rejected, the student will be immediately notified and assessed a handling fee. The student will be given ten days to make the payment good. If payment is not made when requested, the student's entire account balance becomes due and payable, and the student is subject to immediate suspension. The University reserves the right to specify what method of payment (personal check, cash, money order, etc.) will be required of each student. Excessive amounts of change or currency, non-U.S. funds, and two-party checks will not be accepted. The University does not: (1) cash checks for personal needs; (2) accept checks that are temporary or postdated; or (3) give cash back on checks that are for amounts greater than the amount owed.

RECORDS EXPUNGED FOR DELINQUENT ACCOUNTS

All records of academic performance are the property of Amberton University and are maintained or disposed of in whatever way the University deems appropriate. The University has determined that it has no responsibility or obligation to maintain the academic records of a person declared financially delinquent. Any student who is declared delinquent in payment of his/her financial account will have his/her academic records expunged. All obligations owed or deemed appropriate by the University must be satisfied before the University will consider restoration of expunged records. Students should contact the Student Services Office to discuss university records and financial obligations.

FINANCIAL INFORMATION

(All charges in this schedule are subject to change without notice, if conditions make it necessary.)

TUITION PER COURSE \$900.00

(This rate applies to undergraduates, graduates, in-state and out-of-state students, as well as lecture and distance-learning courses.)

(Tuition is refundable based upon the Refund Policy and Schedule.)

SPECIFIC USE FEES (Specific use fees are not refundable.)

Course Drop Fee (per each drop)	\$10.00
Credit Card Rejection Fee (per each occurrence)	\$25.00
Deferred Payment Fee (charged each session)	\$5.00
Duplicate Diploma Fee	\$15.00
Financial Records Search Fee	\$5.00
Graduation Evaluation Fee (accompanies graduation application and good for one year from date of application)	\$125.00
Grade Change Fee	\$10.00
International New Student Processing Fee (accompanies admission application)	\$100.00
International Student Reporting Fee (charged each session)	\$25.00
Late Registration Fee (per each occurrence)	\$25.00
Library Fines (per each day overdue)	\$00.35
Portfolio Application (per course)	\$50.00
Portfolio Fee (per course when submitted)	\$200.00
Pre-Practicum and Practicum Fee	See Schedule
Program Fee (mandatory-charged each session)	\$10.00
Returned Check Fee (per each occurrence)	\$25.00
School Counseling Assessment Fee (state mandated-one time fee)	\$35.00
Technology Fee (mandatory-charged each session)	\$45.00
Transcript Fee (per each transcript ordered)	\$5.00

FINANCIAL AID

Amberton University is an approved educational institution under Title IV requirements to participate and award select Title IV Financial Aid grants and educational loans. For more information on how to apply for Title IV financial aid, eligibility requirements, and policies and procedures related to financial aid, please review the University's Financial Aid Handbook. This handbook is located on the University's web site by opening the web site menu and choosing 'Tuition and Financial Aid' and 'Financial Aid Handbook'.

The Sallie Mae®Smart Option Student Loan®is a private, credit-based, school-certified student loan for student borrowers enrolled at least half-time. With this loan, qualified students may be eligible to borrow up to the full cost of their education as certified by the University. For information about the application process, visit Sallie Mae®(www.SallieMae.com).

Students applying for a private education loan must complete the Amberton University Private Education Loan Worksheet (available on the University web site) and return it to the University prior to applying for the loan.

STUDENT HANDBOOK

General Information

Student Life and Conduct

Student Services

University Technologies

Library Resources

Safety and Security

Financial Information

Financial Aid

General Academic Information

Distance Learning Courses

GENERAL ACADEMIC INFORMATION

ADMISSION PHILOSOPHY

As a private institution, Amberton University restricts admission. Admission to Amberton University is a privilege, not a right. Admission is granted only when, in the judgment of University officials, the applicant can benefit from the University's educational program.

As an upper-division (junior/senior level) and graduate institution uniquely designed for working adults, the University does not accept applicants who seek or need the social environment provided at traditional campuses. Except under special circumstances or programs, the University will not allow the enrollment of a minor or an individual who has failed to prove his or her academic ability and potential by attending another accredited college/university.

In dealing with working adults who have been away from the academic environment for years, the University has learned through research that admission tests have little value in predicting academic success. Past academic performance (which is measurable), self-discipline (which cannot be measured by the institution at the time of entry), and work/social constraints (which are beyond the control of both the institution and the applicant) are three major factors that will contribute to the student's academic performance. The University will measure the first factor, insist upon the second, and allow the judgment of the applicant to prevail concerning the third.

FACULTY

The faculty of Amberton University is composed of two complementary groups of talented professionals. A cadre of full-time professional educators provides balance and continuity. A corps of adjunct faculty serving on specific temporary appointments adds academic breadth and specialized expertise.

All Amberton University faculty authorized to teach are selected because of their academic credentials, professional experience, and personal character. The professors at Amberton University must also be practicing professionals in their fields of study.

Instructors at Amberton University are considered uniquely qualified not only to render objective and subjective judgment on the academic performance of students but also upon the student's personal character. Both factors, intelligence and character, will be considered in awarding the student a grade or degree from Amberton University.

Outside the classroom, Amberton University faculty may be reached by phone, e-mail, or face-to-face. See the current *Schedule of Classes* for e-mail addresses and office phone numbers. Phone numbers and e-mail addresses are also detailed in the course syllabi via the Amberton web site (www.amberton.edu). All faculty will be available to students before on-ground classes.

COLLEGE YEAR

Amberton University offers four academic sessions per year. Each session is no longer than ten (10) weeks.

Classes may be offered each night Monday through Friday, half-day and all-day on Saturday, and on Sunday afternoons. Distance learning options are also available.

Summer Session	June, July, August
Fall Session	September, October, November
Winter Session	December, January, February
Spring Session	March, April, May

The four-session calendar does not change the academic value awarded to a course. Three (3) hours of academic credit are given for each course. The same amount of information and instruction are provided in each course, just in a tighter package.

The obvious advantage of the four-session calendar is time. The schedule allows a student to fulfill all academic requirements for a course in no more than ten weeks which decreases the length of time required to finish a degree. Two weeks between each session plus additional holidays allow adequate vacation breaks. (Example: The Winter Session includes a break for Christmas and New Year's holidays.) The calendar also allows a student four options per year instead of the traditional three. Adult students who have many obligations and demands on their time will find that the four-session calendar allows greater flexibility in meeting their academic needs.

Amberton University recognizes that many adult students are unable to attend classes during the week. The weekend option is designed to accommodate these students. Weekend offerings may include half-day and all-day classes on Saturday and afternoon classes on Sunday.

STUDENT HANDBOOK

For students who cannot attend on-campus, Amberton offers distance learning options through a variety of degree programs and classes. Distance learning courses as well as degree programs are clearly identified in each session's *Schedule of Classes* and on the University's web site.

CREDIT HOUR

The credit hour is the basic unit of academic credit. Amberton University defines a credit hour in terms of work expected of students in the achievement of established learning outcomes. As traditionally defined, a credit hour has two components—direct faculty instruction as well as out of class student work throughout the term of the session. All Amberton University courses are three credit hours. For campus courses, students will receive approximately four hours of direct faculty instruction per week for ten weeks and will complete at least three hours of out of class work for each hour spent in class, for approximately 140-160 clock hours over the length of the session. Distance learning courses and shorter intensive courses will have the same learning outcomes, comparable assignments, assessments, and expectations of student achievement as traditional campus based courses as evidenced by course syllabi.

COURSE SYLLABI

Prior to the beginning of registration for a session, the University makes all course syllabi for the session available through the University's web site (www.amberton.edu). A student should NOT register for a course until he/she has carefully read the course syllabus. Minimally, a course syllabus identifies: (1) course prerequisites, (2) texts and materials required for the course, (3) the course outline, (4) assignments and grading criteria, (5) instructional delivery methods used, (6) methods for contacting the instructor, and (7) where research resources are available.

ASSESSMENT AND COURSE COMPETENCIES

Amberton University uses an assessment system to evaluate all University academic programs. The system involves the use of software programs that allow University faculty and administration to evaluate the quality of learning as well as the effectiveness of teaching that occurs at Amberton. As part of this system, Amberton University provides its students an opportunity to review course content in more detail than provided by most institutions. In addition to the expected course description, the faculty has developed competency statements for each course offered by the University. These statements enable students to evaluate, in depth, the content and competency level of each course. In addition to the course-specific competency statements, the following general education competencies have been identified that are applicable to all course offerings. Upon completion of a course, the Amberton University student is expected to be competent in:

- **COMMUNICATION:** The application of effective speaking and/or writing principles and techniques appropriate to the discipline.
- **CRITICAL THINKING:** The application of skills of critical thinking (knowledge, comprehension, application, analysis, synthesis, and evaluation) to solve problems and to support statements of beliefs and opinions.
- **COMPREHENSION AND APPLICATION:** The linking and synthesizing of information learned in the course to the greater body of knowledge related to the discipline.
- **ETHICS:** The incorporation of appropriate ethical standards to discussions, interpretations, and personal use of information related to the discipline.
- **INFORMATION LITERACY:** The application of technology effectively in conducting class related research.

The Undergraduate and the Graduate course competencies are located in the respective degree level sections of this catalog.

STUDENT ATTENDANCE/ENGAGEMENT FOR COURSE WORK

Regular and punctual class attendance and engagement is expected at Amberton University. In case of absence, it is the student's responsibility to contact the professor as soon as possible. If a student intends on withdrawing from a course, it is the student's responsibility to follow the University's policy on formally withdrawing from a course. **Ceasing to attend classes does not constitute an official withdrawal.**

Attendance in a lecture course is defined as punctual arrival to, and engagement in, a full lecture session. A student in a lecture course missing more than 20% (two class periods for weekday classes or one class period for

STUDENT HANDBOOK

Saturday classes) of the class meetings may be assigned a grade of an “F” or withdrawn at the discretion of Amberton University.

Attendance in a distance learning course is defined as active participation in the weekly online class sessions. “Active participation” can be defined as: submitting an academic assignment, taking an exam, engaging in an interactive tutorial, participating in an online discussion forum (or chat session), or initiating (or responding to) a communication with a faculty member about an academic assignment or the subject matter of the course. A student not meeting these requirements may be assigned a grade of an “F” or withdrawn at the discretion of Amberton University.

PLAGIARISM

Plagiarism is the presentation of someone else’s work as though it were your own. If you use another person’s words, ideas, or information; or if you use material from an outside source – whether a book, magazine, newspaper, business publication, broadcast, speech, or electronic media – you must acknowledge that source. Plagiarism is a violation of the University’s code of student ethical conduct and is one that is taken seriously. Amberton University operates on an honor system; therefore, honesty and integrity are essential characteristics of all who are associated with the institution. All Amberton students are expected to abide by the honor system and maintain academic integrity in all their work. Amberton University and its instructors monitor student work for plagiarism and reserve the right to submit such work to technology-based plagiarism detection services and applications at any time.

Self-plagiarism means reusing work that you have already published or submitted for a class. It can involve:

- Resubmitting an entire paper
- Copying or paraphrasing passages from your previous work

Self-plagiarism misleads your readers by presenting previous work as completely new and original. Students may not submit the same paper in substance in two or more classes without prior written permission of the instructors involved.

Amberton University students who use Artificial Intelligence (AI) generated content must adhere to the following policies:

Originality: Students must avoid presenting AI generated content as their own original work. It is essential to acknowledge the involvement of AI in the content creation process in order to maintain academic and ethical standards.

Paraphrasing: When using AI generated content, students must rephrase and/or modify the generated text. Paraphrased AI generated content should also be properly cited.

Acknowledgement: When using AI generated content in any assignment, proper credit must be given to the AI system that generated the content. <https://apastyle.apa.org/blog/how-to-cite-chatgpt>

LIFE-LEARNING EXPERIENCES AND PORTFOLIO CREDIT

Amberton University is receptive to the idea of awarding academic credit for learning acquired through non-collegiate experiences. By definition, non-collegiate experiences will be considered as learning that has resulted from experiences occurring while the individual was not enrolled in an educational institution for academic credit.

Non-collegiate learning may be considered for transfer if such work is documented and submitted by means of the portfolio. By definition, the portfolio is a concise and explicit document that clearly identifies non-collegiate learning that merits academic credit. The awarding of academic credit for non-collegiate learning is restricted to verifiable learning. Students interested in the submission of a portfolio should review the *Handbook for Preparing A Portfolio for the Academic Assessment of Learning Experiences*, which is available on the Amberton University web site. The awarding of portfolio credit is restricted to undergraduate credit and to disciplines offered by the University.

The following guidelines govern all non-collegiate learning that is awarded credit by Amberton University:

- Non-collegiate learning credit is considered transfer work and will not satisfy the *residency* requirements for a degree.
- After three years of non-enrollment at Amberton University, transfer work is deleted from Amberton University records.
- The awarding of portfolio credit is restricted to undergraduate credit only

STUDENT HANDBOOK

Individuals interested in submitting non-collegiate learning for possible transfer credit via the portfolio should direct their inquiries to the Academic Dean. Title IV Federal Financial Aid funds cannot be used to pay for fees charged in the submission of a portfolio.

ADDING OR DROPPING A COURSE

The adding or dropping of a course is a major change to the student's academic records and should be done only after careful consideration. **No change is accepted verbally. Complete withdrawals from a session must be submitted in writing.** To be considered official, the class change must be in one of two ways:

1. Submitted in writing and signed by the student. The official date of the drop is the date the written notice is formally received by the University, NOT the postmarked date or the date stated in the notice.

An official class change may be submitted by completing a Request for a Change of Schedule form or by written notice containing the student's name, signature, I.D. number, and course(s) to be changed. The notice may be faxed, mailed, e-mailed, or hand delivered to the University. (Refer to the University's web site for the fax number and e-mail information.) If the exact add/drop date is critical to the student, it is recommended the student send the change by registered mail.

2. During the registration period, available courses can be added to your schedule or dropped from your schedule through the on-line registration portal (link on web site and Student Portal). **To be official, when a schedule change is requested in the on-line registration portal, the 'Submit' button must be clicked. If the change is not submitted, the request(s) will not be processed and any pending class changes will be removed from the system after 48 hours and not processed by the University.**

WITHDRAWAL FROM THE UNIVERSITY

A withdrawal from the University is a complete official severance for the session. Merely ceasing to attend class(es) does not constitute an official withdrawal.

To be considered official, the withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. The written notice submitted by the student must contain the student's name, signature, I.D. number, and course(s) to be dropped. The notice may be faxed, mailed, e-mailed, or hand delivered to the University. The official date of the withdrawal is the date the written notice is formally received by the University, NOT the postmarked date or the date stated in the notice. The University's record concerning a withdrawal is indisputable, unless the student can provide reliable evidence of an earlier receipt date. If the exact withdrawal date is critical to the student, it is recommended that the student send the withdrawal by registered mail. The student has thirty days following the close of a session to provide evidence for any grade disputes concerning withdrawals.

All admission and academic records of the student are the property of Amberton University and will remain on file for three years. A former student who withdrew in good standing will be allowed to re-enroll without applying for re-admission during these three years. After three years of non-attendance, the student must reapply for admission to Amberton University.

WITHDRAWAL FROM A CLASS DURING THE SESSION

A student who officially withdraws from a class during the first week of the session will be entitled to a full refund of tuition. A student who withdraws from a class after the first week will be credited on a refund schedule that is based on the beginning date of the session and continues for five consecutive weeks. Late registration and/or class absences are not considered exceptions to the refund policy. Refer to the *Schedule of Classes* for the exact refund policy.

To be considered official, the class withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. The written notice submitted by the student must contain the student's name, signature, I.D. number, and course(s) to be dropped. The notice may be faxed, mailed, e-mailed, or hand delivered to the University. The official date of the withdrawal is the date the written notice is formally received by the University, NOT the postmarked date or the date sent in the notice. The University's record concerning a withdrawal is indisputable, unless the student can provide reliable evidence of an earlier receipt date. If the exact withdrawal date is critical to the student, it is recommended that the student send the withdrawal by registered mail.

Confirmation of a class withdrawal will be mailed to the student within three working days of receiving the official notice. In the event a withdrawal confirmation is not received by the student within three working days, the

STUDENT HANDBOOK

student is to contact the University's Student Services Office. In the event a refund results in a credit balance on the student's account, the credit balance will remain on file until the student notifies the Business Services Office, in writing, of its disposition. Refunds originating from a credit card payment may be credited only to the credit card account. If Title IV funding is received by the student, the University will adhere to the R2T4 policy as stated in the Financial Aid Handbook, available on University web site, as it relates to withdrawals, credit balances and refunding money to the proper entity.

RECORDKEEPING FOR WITHDRAWALS

An approved withdrawal from a class during the session will be noted on the student's transcript by a *W* (noting withdrawal) in the grade field of the course enrolled. A withdrawal is not counted when reporting hours completed or grade point average.

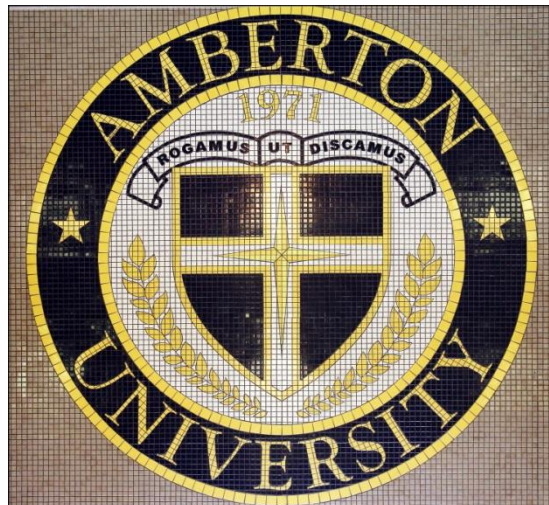
THE RECORDING OF ACADEMIC GRADES

At the conclusion of each session, the faculty's reports of students' grades are recorded on each student's transcript and a copy is provided to the student for reporting and verification. For a repeated course, the grade of record will be the highest grade earned by the student. Grades received for courses at Amberton University always take precedence over any transfer course grades. In addition, courses will not be accepted in transfer if the equivalent courses have been attempted at Amberton University. Should a student believe that a grade error is recorded on his/her transcript, the error must be reported within thirty days. After thirty days, the grade of record is indisputable.

UNDERGRADUATE AND GRADUATE CONCURRENT ENROLLMENT

Amberton University students who lack one course to meet undergraduate degree requirements may be permitted to concurrently enroll in one undergraduate course and one graduate course. This permission may be granted if the student:

- (1) has at least a 2.75 grade point average,
- (2) has been approved for graduation in the session in which the graduate course will be taken, and
- (3) has requested and received written approval from the Academic Dean.



STUDENT HANDBOOK

General Information

Student Life and Conduct

Student Services

University Technologies

Library Resources

Safety and Security

Financial Information

Financial Aid

General Academic Information

Distance Learning Courses

DISTANCE LEARNING COURSES

While the trend in most educational institutions is to segregate distance learning programs from programs offered through the traditional lecture method, Amberton University combines both formats giving the student the advantage to choose the delivery method that best suits his/her needs. At Amberton University, students have the option to select from a variety of courses and programs offered through distance learning. Whether the student is minutes away from the campus or miles away in another state, distance learning courses can be completed on-line without any on-campus requirement.

Amberton's on-line courses are identical to classroom courses in terms of learning outcomes and expectations. Both full-time and part-time professors who teach lecture courses also teach on-line courses. At Amberton University, in terms of competencies, lecture courses and on-line courses are one-and-the-same. Because of this synchronicity, students who are in close proximity to the campuses may take both campus-based courses and distance learning courses.

Admission to the University and expectations of performance are the same for all students regardless of the student's location or course selection. All students who attend Amberton University are expected to possess a certain degree of computer literacy. However, a student choosing to take an on-line course must have the following skills and technical capabilities:

- Reliable access to the Internet
- An Amberton e-mail address (assigned at admission)
- Proficiency in
 - Internet browser settings and configuration
 - E-mail and how to attach, upload, and download files
 - Use of a word processing package
- Ability to conduct on-line research
- Ability to work collaboratively and independently

Students enrolled in courses through Amberton's distance learning option access course information through the Student Portal. Through a link located on the University's web site, students can access courses offered via the University's Course Management System. Discussion of degree programs and courses offered through distance learning, along with information on the Student Portal, may be found on the University's web site. Amberton University is a part of a national consortium that sets standards for distance learning courses and degree programs. All of Amberton's distance learning degree programs and courses comply with the "Principles of Good Practice" for distance learning programs. For a list of Distance Learning offerings see a current *Schedule of Classes* and/or the web site.

Students subject to Immigration and Customs Enforcement regulations may not be admitted to programs that are offered completely online. Refer to Admission Standards for International Students located on the web site for a listing of degree offerings for International Students.

UNDER- GRADUATE ACADEMIC

Admission Standards

Course Load

Grades

Academic Performance

Applying for Graduation

Degree Requirements

Degree Programs

Course Offerings

Course Listing

Course Competencies

UNDERGRADUATE

UNDERGRADUATE ADMISSION STANDARDS

Admission Standards Overview

Admission to Amberton University is a privilege, not a right. Admission is granted only when, in the judgment of University officials, the applicant can benefit from our educational programs.

Admission Requirements:

A student seeking unconditional admission to Amberton University for undergraduate study will meet the following admission standards:

1. U.S. citizen or permanent resident.
2. Proficient in the English language.
3. Mature adult with employment experience.
4. Has successfully completed at least 30* semester credit hours from a U.S., recognized accredited college or university as evidenced by official transcripts.

*While Amberton University offers all courses required to complete each of its undergraduate programs, the majority of undergraduate students admitted transfer in over 30 credit hours toward their degree. Amberton University will admit students transferring in less than 30 hours on a case-by-case basis.

5. Students under 22 years of age and enrolled in campus classes must provide evidence of receipt of an initial bacterial meningitis vaccination dose or booster during the five-year period preceding and at least 10 days prior to the first day of the first semester in which the student initially enrolls at an institution, or following a break in enrollment of at least one fall or spring semester at the same or another institution. Exceptions to this provision may be found at: <http://www.dshs.texas.gov/immunize/school/college-requirements.aspx>. *Does not apply to students enrolled in only on-line or distance education courses.*

6. Students eligible for Title IV Federal Financial Aid will need to satisfy additional admission requirements. To receive Federal Student Aid funds, a student must be qualified to study at the postsecondary level. A student qualifies if she/he:

- has a high school diploma (this can be from a foreign school if it is equivalent to a U.S. high school diploma);
- has the recognized equivalent of a high school diploma, such as a general educational development (GED) certificate or other state sanctioned test of diploma-equivalency certificate;
- has completed homeschooling at the secondary level as defined by state law;
- has completed secondary school education in a homeschool setting which qualifies for an exemption from compulsory attendance requirements under state law, if state law does not require a homeschooled student to receive a credential for their education;
- has completed one of the ability-to-benefit (ATB) alternatives and is either currently enrolled in an eligible career pathway program or first enrolled in an eligible postsecondary program prior to July 1, 2012.

Note: Amberton University does not accept ATB alternatives.

7. International students seeking undergraduate admission should see and review the “International Student Advising and Admission Requirements” in this catalog. (See page 13.)

8. Students seeking ADA accommodations should review the information on page 15

Service Member Re-Admission to the University

Admission to Amberton University is valid for three (3) years from date of last enrollment or acceptance to the University, whichever is later. If a service member is required to cease Amberton University due to military service requirements, their admission will remain valid for three (3) years from the last enrollment date. If the Service member returns after three (3) years, they will be required to apply for admission.

COURSE LOAD AND STUDENT STATUS

The number of courses a student should take during a session must be determined by the individual based upon work obligations, family needs, and other commitments. However, an undergraduate student may not enroll for more than twelve semester hours without an advisor’s approval. A full-time undergraduate student is one taking

UNDERGRADUATE

nine or more hours in a session. If enrolled, undergraduate students having an ICE status of F-1 must carry a course load of twelve (12) credit hours each session to remain in status. Please speak with an advisor for more information. For undergraduate students receiving Title IV Financial Aid, full-time enrollment requires 12 or more hours each session (see the Financial Aid Handbook for more information concerning policies and procedures).

GRADES

Grades are sent to students at the end of each session. The following grades are used with the grade point value per semester hour of credit:

GRADE MARKS	UNDERGRADUATE	GRADE POINTS
A	Greater than 89	4.0
B	Greater than 79	3.0
C	Greater than 69	2.0
D	Greater than 59	1.0
F	Less than 60	0.0
I	Incomplete	Not counted
R	Repeated Course	Not counted
W	Withdraw	Not counted

An *I* which is not properly removed within 30 days following the session enrolled will become an *F* grade. Incomplete grades are given when an illness or emergency prevents the student from completing course requirements. Any appeal for a change of grade must be made within 30 days of the last class day of the session. After 30 days, the grade of record is indisputable.

The student's grade point average (GPA) is determined by dividing the total number of grade points by the total number of hours attempted (not the number of hours passed) at Amberton University. If a student has made a low grade in a course at Amberton University and repeats the course at Amberton University, the highest grade will be recorded and counted in his/her grade point average.

ACADEMIC PERFORMANCE OF A STUDENT

Each student has the opportunity to continue his/her education at Amberton University as long as he/she is making satisfactory academic progress and is complying with all University rules. The student's cumulative grade point average is computed at the end of each session. In order for an undergraduate student to remain in good standing academically, he/she must maintain a grade point average of at least 2.00.

If a student fails to meet these standards, he/she will be placed on academic probation. If he/she fails to meet these standards during the session on probation, he/she may be suspended from the University. *A student suspended from the University for poor academic performance will remain suspended until a written appeal for readmission is approved by the Academic Dean.*

APPLYING FOR GRADUATION

It is the undergraduate student's responsibility to make written application for his/her degree. As the student enrolls for the final session of required course work, the student may apply for graduation in a specific degree program. To be considered a candidate for graduation, the student must have: (1) provided the University with all required official transcripts, (2) removed any conditions of admission, and (3) attained a 2.0 or better grade-point average for all academic work. Applications for graduation are available in the Student Services Office and on the Amberton web site. No undergraduate student will be entitled to graduate who has not properly requested graduation. All academic and financial requirements must be met before a degree will be awarded.

UNDERGRADUATE DEGREE REQUIREMENTS

UNDERGRADUATE

GENERAL REQUIREMENTS FOR ALL DEGREES

The following general requirements apply to all bachelor's degrees:

1. A minimum of 120 semester hours is required for all degrees.
2. A minimum of 42 hours of upper-division work is required. Twenty-seven (27) hours must be completed at Amberton University and applicable to the degree.
3. A minimum cumulative grade point average of 2.00 is required.
4. The student must complete a minimum of 33 semester hours at Amberton University.

GRADUATION UNDER A PARTICULAR CATALOG

A student may meet the graduation requirements noted in the catalog in effect at the time of admission to Amberton University or the requirements in any later catalog published before the student's graduation.

Any student transferring directly from a community college to Amberton shall have the same choice of catalog published degree requirements as the student would have had if the dates of attendance at Amberton had been the same as the dates of attendance at the community college, provided the community college and Amberton have an approved articulation agreement. All other undergraduate transfer students will use the catalog in effect at their date of enrollment with Amberton.

All requirements of the chosen catalog must be met within eight years of that catalog's publication. Enrollment in the first course as an undergraduate student establishes the beginning of the eight-year time allowance. Students who have been continually active in their program for longer than eight years may seek a waiver of the eight-year time allowance from the Academic Dean, who will convene the Admission Committee to review the request. However, if a student has been inactive in a program for more than 36 months, the student must re-apply to Amberton and be granted readmission under the current admission requirements. The eight-year time allowance then begins again with the date of enrollment at readmission.

Changes in degree requirements made necessary by altered or discontinued courses or by requirements imposed by external accrediting or certification agencies become effective for degree audit purposes at the beginning of the academic term immediately following the academic term in which the changes are published in the Amberton catalog. The changes may include additions, deletions and other changes in prerequisite requirements for existing courses. Whenever possible, new requirements are implemented upon the expiration of the appropriate time limit. Students may be required to meet new degree requirements as stated in the most recent catalog in order to satisfy current certification or licensure requirements.

TRANSFER OF CREDITS FROM ANOTHER INSTITUTION

Both qualitative and quantitative considerations are involved in the transfer of credits from another institution. There is no automatic transfer of credits toward a degree at Amberton University. An exception to this rule is an approved articulation agreement with the transferring institution. Work considered for transfer from other accredited schools will be carefully evaluated by University officials. Only work from official transcripts (registrar's original signature and college seal) will be considered for transfer from other accredited schools recognized by Amberton University. Official electronic transcripts will be accepted from the educational institution through an approved third-party transcribing service. Electronic transcripts can be emailed. Electronic transcripts from students or unapproved third parties will not be accepted. All official academic transcripts to be considered for transfer credit must be submitted during the first session's enrollment. Students who fail to submit official transcripts during the first session's enrollment may not be able to use transfer work as credit toward a degree.

GENERAL TRANSFER POLICIES

- Military Service - Amberton University may be able to offer credit to undergraduate Service Men and Women for military experience and training received while active in the U.S. Armed Forces. Active military and veterans seeking academic credit for military training should provide the University with an official transcript of courses/training supplied through the American Council on Education (ACE), the Department of Defense (Joint Services Transcript) or the Community College of the Air Force.
- Credit for Work – Amberton University is also receptive to awarding academic credit for knowledge acquired through life-learning experiences (credit obtained through non-collegiate courses). Students interested in gaining this type of academic credit may submit a portfolio documenting the learning gained as related to current Amberton University courses. Students interested in the submission of a portfolio should review the *Handbook for Preparing A Portfolio for the Academic Assessment of Learning Experiences*.

UNDERGRADUATE

- Credit by Exam – Nationally recognized examinations such as College Level Examination Program (CLEP) Subject Exams Only, Defense Activity for Nontraditional Education Support (DANTES/DSST), and military courses evaluated by the American Council on Education (ACE) are treated in the same manner as transferred credit. The number of credits awarded for courses recommended by ACE is at the discretion of Amberton University.
- All official transcripts, military credit, exam scores, and life-learning experience portfolios should be submitted during the first session's enrollment to avoid duplication of courses previously taken.

UNDERGRADUATE TRANSFER OF CREDITS

Credit accepted for transfer will be evaluated in terms of level, content, quality, comparability and degree relevance. Assuming work is allowed to transfer from an accredited institution, the following guidelines will be followed:

1. Transfer work from another accredited institution will be evaluated upon admission.
2. No grade below *C* will be accepted as transfer work.
3. Individual courses will be accepted but no grade points. Each Amberton University transfer student will begin with a new grade point average.
4. No more than a total composite of eighty-seven (87) hours will be allowed in transfer toward any Amberton University degree.
5. Students who duplicate a course accepted in transfer at Amberton University will lose the credits in transfer. Coursework completed at Amberton University will always take precedence over the transfer-equivalent credits.
6. An (X) placed by a transfer course in the TCR report means that the course is accepted in transfer as equivalent to the designated Amberton University course but will not satisfy upper level hour requirements.
7. The age of transfer work may affect transferability.

UNDERGRADUATE DEGREE PLANS

The student is responsible for learning about and fulfilling all general and specific regulations concerning his/her degree program. Prior to or shortly after enrolling at Amberton University, the student should have official transcripts sent directly to Amberton University from all institutions attended. Each transcript received will be evaluated for Amberton University course equivalence, and a copy of the evaluation, the "Transfer of Credit Report" (TCR), will be sent to the student. The TCR can be used by the student in preparing a degree plan.

For degree advising purposes, students can have Amberton University transcribed work and all transfer work electronically evaluated against any degree in the Catalog. The Electronic Degree Plan (EDP) produces a printout of satisfied degree requirements as well as requirements which may be deficient relative to the degree selected. The EDP allows a student to compare his/her academic accomplishments against any or all degrees in the Catalog. The EDP analyzes a student's records and provides a report. The EDP is available on line in the Student Portal and by contacting an advisor in Student Services.

UNDERGRADUATE DEGREE PROGRAM METHODS OF DELIVERY

		Combination <u>Classroom & DL</u>	<u>100% DL*</u>
BA	Professional Development	√	√
BBA	Accounting	√	√
BBA/MBA	Accounting	√	√
BBA	Entrepreneurship	√	√
BBA	General Business	√	√

UNDERGRADUATE

BBA	Project Management	√	√
BS	Applied Studies	√	√
BS	Human Relations & Business	√	√

*Distance learning degree programs are available via the Internet with no on-campus attendance required. See “Distance Learning Courses,” for additional information. Classroom degree programs can be completed with a combination of classroom and on-line courses.

UNDERGRADUATE RESIDENCY REQUIREMENTS

In order to meet residency requirements for an undergraduate degree, the student must complete 33 hours in residency at Amberton University. Any successfully completed Amberton University courses will satisfy residency requirements.

REQUIREMENTS FOR A SECOND DEGREE

To receive a second bachelor’s degree, a student must complete at least 30 semester hours beyond the first degree and must meet all general education and major field requirements for the second degree. No grade below a C will be accepted in transfer from a previous degree.

CERTIFICATIONS

In addition to degree programs, Amberton University offers certifications that can be completed within degree programs or stand-alone. Please see the Amberton web site (www.amberton.edu) for more details and a listing of current certifications. All courses applied toward certifications must be taken at Amberton University (no transfer work will count toward certifications).

UNDER- GRADUATE ACADEMIC

Admission Standards

Course Load

Grades

Academic Performance

Applying for Graduation

Degree Requirements

Degree Programs

Course Offerings

Course Listing

Course Competencies

UNDERGRADUATE

AMBERTON UNIVERSITY ***UNDERGRADUATE PROGRAMS*** ***BY DIVISION***

BUSINESS DIVISION

	Page #
Bachelor of Business Administration	
Accounting*	46
Public Accounting Track	47
Management Accounting Track	47
Accounting/MBA Accounting Dual Degree Program*	49
Entrepreneurship	52
General Business*	54
Management*	56
Project Management*	58

INTERDISCIPLINARY DIVISION

Bachelor of Arts	
Professional Development	44
Bachelor of Science	
Applied Studies	60
Human Relations and Business	62

*These programs are accredited by the Accreditation Council for Business Schools and Programs (ACBSP).

UNDERGRADUATE

BACHELOR OF ARTS PROFESSIONAL DEVELOPMENT

The Bachelor of Arts in Professional Development provides a required core of general education courses as well as a broad-based interdisciplinary curriculum that enables the student to select courses that meet individual learning goals. The degree program provides students with the opportunity of designing an interdisciplinary program of study that brings fields of inquiry together in strategic fashion to address educational and professional goals. Students who graduate with this degree will be able to use it in a wide range of leadership settings including business, communication, team leadership, social sciences, and management. The degree program may be completed through a combination of online and campus courses or 100% online. The mission of the Bachelor of Arts in Professional Development program is to provide a broad-based interdisciplinary curriculum of study to achieve the adult learners' personal, professional, and academic goals by educating them in the fundamental leadership areas of business, communication, human behavior and development, management, and social sciences.

A graduate with a Bachelor of Arts in Professional Development will be able to:

- Demonstrate life-learning skills appropriate to the field(s) of study.
- Analyze and apply a framework to decision-making.
- Identify and evaluate ethical issues relevant to the field(s) of study.
- Conduct relevant research in the field(s) of study.
- Demonstrate a broad-based knowledge of one or more of the following field(s) of study: business administration, communications, human behavior and development, psychology and religion.
- Create and compose oral and written communication applicable to the field(s) of study.

The minimum requirements for a Bachelor of Arts in Professional Development are:

- 33 semester hours must be completed at Amberton University.
- 42 semester hours must be at the 3000/4000 level, 27 of which must be completed at Amberton University and applicable to the degree.
- 120 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 2.00 is required.

UNDERGRADUATE

B. A. PROFESSIONAL DEVELOPMENT DEGREE PLAN

I. General Education Requirements: 45 Hours

Behavioral Science (PSY3735).....	3 hours
Communication (must include oral communication skills).....	3 hours
Selected from: COM3401 or COM4405	
Computer Concepts (fundamentals course, MIS2110).....	3 hours
Critical Thinking (MGT4720)	3 hours
English (ENG1001, ENG1002 plus 6 hours of writing).....	12 hours
Six (6) hours of writing may be selected from:	
COM3461 or COM4441 or ENG2006	
History and/or Government (HIS1011, HIS1012).....	6 hours
Humanities (HUM1015)	3 hours
Mathematics (MAT1016)	3 hours
Natural Science (SCI1026, SCI1027).....	6 hours
Religion (REL2000/3000 Level)	3 hours

II. General Electives: 33 Hours (1000 - 4000 level)

III. Major Requirements: 42 Hours

Forty-two (42) hours of 3000 or 4000 level courses selected by the student from one or more of the following areas:

- Business Administration (ACC, BUS, ECO, FIN, MGT, MIS, MKT)
- Communication
- Human Behavior & Development
- Psychology
- Religion

Totals: 120 Hours

Undergraduate certifications may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

UNDERGRADUATE

BACHELOR OF BUSINESS ADMINISTRATION ACCOUNTING

The Bachelor of Business Administration in Accounting offers two tracks of study depending upon the professional interest of the student. Track B-1 (below) is designed to meet the needs of the student who is interested in public accounting and plans to pursue a CPA certification. Track B-2 (below) is designed to meet the needs of the student who is interested in managerial accounting and plans to pursue a CMA certification. The curriculum for both tracks is focused on a strong theoretical foundation of accounting principles and theory for financial and managerial accounting, data analytics, and surveys of taxation, auditing, and advanced topics. A strong business core also provides a solid foundation for understanding business principles and acumen. The mission of the program is to prepare students for entry-level careers in all areas of accounting including public accounting, private industry, governmental accounting, and non-profit organizations by ensuring graduates are competent in the latest practices and principles of communication, accounting concepts, ethics, and standard procedures. The curriculum is also preparation for students to attain certifications such as the CPA (Certified Public Accountant) or CMA (Certified Management Accountant). The program has been designed to continue into the MBA-Accounting program if the student so chooses. For those students completing the BBA-Accounting degree (CPA) Track at Amberton, there is an option to complete up to six hours of graduate courses required in the MBA-Accounting degree plan. These dual-coded courses would count as electives in the BBA-Accounting degree (CPA Track) but also fulfill course requirements for the MBA-Accounting degree. This allows a student that completes the BBA-Accounting degree (CPA Track) the opportunity to complete the MBA-Accounting degree with only 30 additional credits. The program (both tracks) may be completed 100% online.

***See the BBA/MBA-Accounting Dual Degree Program for courses available to be dual coded. This option is only available for students completing the BBA-Accounting (CPA Track) and continuing into the MBA-Accounting. They are eligible to be taken after the student has completed 90 credit hours towards the BBA-Accounting degree.**

A graduate with a BBA in Accounting will be able to:

- Communicate the principles and concepts of financial information used in business decision making.
- Employ problem solving skills to resolve accounting or business issues using an appropriate framework.
- Apply the quantitative and technological skills to analyze data and interpret results to improve business performance.
- Analyze the impact of the global marketplace and how this affects business decisions.
- Apply an ethical framework for decision making to identify solutions to dilemmas faced in the business environment.
- Communicate business analysis clearly, concisely, and accurately.

The minimum requirements for a Bachelor of Business Administration in Accounting are:

- 33 semester hours must be completed at Amberton University.
- 42 semester hours must be at the 3000/4000 level, 27 of which must be completed at Amberton University and applicable to the degree.
- 120 semester hours are required for degree completion.
- A minimum cumulative grade point average (GPA) of 2.00 is required.

UNDERGRADUATE

B.B.A. ACCOUNTING DEGREE PLAN

I. General Education Requirements: 45 Hours

Behavioral Science (PSY3735).....	3 hours
Communication (must include oral communication skills).....	3 hours
Selected from: COM3401 or COM4405	
Computer Concepts (fundamentals course, MIS2110).....	3 hours
Critical Thinking (MGT4720)	3 hours
English (ENG1001, ENG1002 plus 6 hours of writing).....	12 hours
Six (6) hours of writing may be selected from:	
COM3461 or COM4441 or ENG2006	
History and/or Government (HIS1011, HIS1012).....	6 hours
Humanities (HUM1015)	3 hours
Mathematics (MAT1024)	3 hours
Natural Science (SCI1026, SCI1027).....	6 hours
Religion (REL2000/3000 Level)	3 hours

II. General Electives: 15 Hours

III. Major Requirements: 60 Hours

A. Business Core: 30 hours

Accounting Principles (ACC2111, ACC2112).....	6 hours
Economics Principles (ECO2131, ECO2132).....	6 hours
Business Finance (FIN3137).....	3 hours
Marketing (3000/4000 level) (MKT).....	3 hours
BUS3101 Business Law	3 hours
BUS3104 Statistical Analysis	3 hours
Business Administration Electives	6 hours

6 hours from the following:

BUS3305, BUS3310, BUS4113*, MGT3172, MGT4650

B-1. Accounting Core: 24 Hours Public Accounting (CPA) Track

ACC3114 Intermediate Accounting**	3 hours
ACC3115 Intermediate Accounting II**	3 hours
ACC3117 Cost Accounting**	3 hours
ACC3120 Survey of Federal Taxation**	3 hours
ACC4124 Governmental, NFP and Special Topics**.....	3 hours
ACC4125 Auditing** and ***	3 hours
ACC4450 Advanced Accounting**	3 hours
MGT4192 Business Ethics	3 hours

B-2. Accounting Core: 24 Hours Management Accounting (CMA) Track

ACC3114 Intermediate Accounting**	3 hours
ACC3115 Intermediate Accounting II**	3 hours
ACC3117 Cost Accounting**	3 hours
ACC4125 Auditing** and ***	3 hours

UNDERGRADUATE

BUS4113 Accounting & Finance for Managers**	3 hours
MGT4192 Business Ethics	3 hours
MGT4199 Business Administration & Policy	3 hours
MGT4203 Operations Management	3 hours
C. Advanced Business Administration Elective Courses:	6 hours
(3000/4000 level ACC, BUS, ECO, FIN, MGT, MIS, MKT)	
Totals: 120 Hours	

NOTES:

- * BUS4113 will not be offered as a Business Core elective for students who select the Management Accounting (CMA) Track.
- ** Course is accepted by the Texas State Board of Accountancy towards the 30 hours required to sit for the CPA Exam (24 undergraduate credit hours).
- *** Course is accepted by The Texas State Board of Accountancy towards fulfilling the business communications requirement.

UNDERGRADUATE

BACHELOR OF BUSINESS ADMINISTRATION ACCOUNTING/ MASTER OF BUSINESS ADMINISTRATION ACCOUNTING DUAL DEGREE PROGRAM

The BBA/MBA Accounting Dual Degree Program is an accelerated program that prepares graduates for careers as professional accountants. Successful graduates will demonstrate competence in accounting, analytics, business, ethics, and management. The program meets the education requirements of the Texas State Board of Public Accountancy necessary to register for the Certified Public Accountant examination. The 150-credit hour program requires students to complete a total of 45 hours of accounting courses in earning the BBA Accounting (CPA Track) and MBA Accounting. The dual degree program can be completed through a combination of on-campus and on-line courses or 100% online.

Students who complete the Amberton University Bachelor of Business Administration in Accounting (CPA Track) and Master of Business Administration in Accounting meet the education requirements for becoming a Certified Public Accountant in the State of Texas. However, each student should carefully review the current state requirements of the Texas State Board of Public Accountancy for changes and updates. The Texas State Board of Public Accountancy provides clear guidelines and requirements to take the CPA exam and in applying for a new licensure. It is the sole responsibility of each student to satisfy each of the requirements of the State of Texas for licensure. Questions regarding licensure should be directed to the Texas State Board of Public Accountancy. <http://www.tsbpa.state.tx.us/exam-qualification/examination-overview.html>

A graduate with a BBA/MBA in Accounting Dual Degree Program will be able to demonstrate the competencies of both the BBA in Accounting (CPA Track) and the MBA in Accounting, in addition to satisfying the academic requirements for becoming a CPA in the State of Texas. See the University Catalog degree listings for more information.

The minimum requirements for a Bachelor of Business Administration in Accounting (CPA Track) are:

- 33 semester hours must be completed at Amberton University.
- 42 semester hours must be at the 3000/4000 level, 27 of which must be completed at Amberton University and applicable to the degree.
- 120 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 2.00 is required.

The minimum requirements for a Master of Business Administration in Accounting are:

- 24 semester hours applicable to the degree must be completed at Amberton University
- 36 semester hours to complete the program, excluding prerequisites
- A minimum cumulative grade point average (GPA) of 3.00 is required

UNDERGRADUATE

B.B.A. ACCOUNTING/M.B.A. ACCOUNTING DUAL DEGREE PLAN

B.B.A. ACCOUNTING

I. General Education Requirements: 45 Hours

Behavioral Science (PSY3735).....	3 hours
Communication (must include oral communication skills).....	3 hours
Selected from: COM3401 or COM4405	
Computer Concepts (fundamentals course, MIS2110).....	3 hours
Critical Thinking (MGT4720)	3 hours
English (ENG1001, ENG1002 plus 6 hours of writing).....	12 hours
Six (6) hours of writing may be selected from:	
COM3461 or COM4441 or ENG2006	
History and/or Government (HIS1011, HIS1012).....	6 hours
Humanities (HUM1015)	3 hours
Mathematics (MAT1024)	3 hours
Natural Science (SCI1026, SCI1027).....	6 hours
Religion (REL2000/3000 Level)	3 hours

II. General Electives: 15 Hours

III. Major Requirements: 60 Hours

A. Business Core: 30 hours

Accounting Principles (ACC2111, ACC2112).....	6 hours
Business Finance (FIN3137).....	3 hours
Economics Principles (ECO2131, ECO2132)	6 hours
Marketing (3000/4000 level) (MKT).....	3 hours
BUS3101 Business Law	3 hours
BUS3104 Statistical Analysis I.....	3 hours
Business Administration Electives	6 hours

6 hours from the following:

BUS3305, BUS3310, BUS4113, MGT3172, MGT4650

B. Accounting Core: 24 Hours, Public Accounting (CPA) Track

ACC3114 Intermediate Accounting I**	3 hours
ACC3115 Intermediate Accounting II**	3 hours
ACC3117 Cost Accounting**	3 hours
ACC3120 Survey of Federal Taxation**	3 hours
ACC4124 Governmental, NFP, and Special Topics**	3 hours
ACC4125 Auditing** and ***	3 hours
ACC4450 Advanced Accounting**	3 hours
MGT4192 Business Ethics	3 hours

C. Bridge Courses: 6 hours

FIN5250 Corporate Finance	3 hours
MGT5203 Operations Management	3 hours

Totals: 120 Hours

UNDERGRADUATE

M. B. A. ACCOUNTING

I. Required Graduate Studies: 6 Hours

ACC6165 Tax Planning and Research	3 hours
ACC6036 Ethics For Accountants	3 hours

II. Major Requirements: 24 Hours

COM5469 Managerial Communication	3 hours
*FIN5250 Corporate Finance	3 hours
*MGT5203 Operations Management	3 hours
ACC6120 Accounting Information Systems	3 hours
ACC6130 Financial Statement Analysis	3 hours
ACC6135 Data Analytics for Accountants	3 hours
ACC6155 Advanced Managerial Accounting	3 hours
MGT6203 Strategic Management.....	3 hours

III. Electives: 6 Hours

Select 6 hours from the following courses:.....	6 hours
BUS5425, BUS5110, ECO6140, ECO6250, FIN6290, FIN6186, MGT5670	

Totals: 36 Hours

* FIN5250 and MGT5203 are courses completed in the Dual Degree B.B.A. and M.B.A. Accounting program and do not need to be repeated by the student.

PLEASE NOTE: *Students who complete the Amberton University Bachelor of Business Administration in Accounting AND Master of Business Administration in Accounting meet the education requirements for becoming a Certified Public Accountant in the State of Texas. However, each student should carefully review the current state requirements of the Texas State Board of Public Accountancy for changes and updates. The Texas State Board of Public Accountancy provides clear guidelines and requirements to take the CPA exam and in applying for a new licensure. It is the sole responsibility of each student to satisfy each of the requirements of the State of Texas.*

Questions regarding licensure should be directed to the Texas State Board of Public Accountancy. <http://www.tsbpa.state.tx.us/exam-qualification/examination-overview.html>

NOTES:

** Course is accepted by the Texas State Board of Accountancy towards the 30 hours required to sit for the CPA Exam (24 undergraduate credit hours).

*** Course is accepted by The Texas State Board of Accountancy towards fulfilling the business communications requirement.

UNDERGRADUATE

BACHELOR OF BUSINESS ADMINISTRATION ENTREPRENEURSHIP

The Bachelor of Business Administration degree in Entrepreneurship is for those students who want to launch a start-up business and manage business functions within a new venture. In this program, students will learn the business and management components of Entrepreneurship. Students will be exposed to fundamental concepts such as: effectively identifying market opportunities, defining target markets, understanding economic trends, promoting products/services via marketing, developing strategy, managing personnel, and understanding financial reporting. Students will also become familiar with various laws and regulations governing small businesses and start-up's, tracking current trends in Entrepreneurship, and communicating with key stakeholders. The mission of the Bachelor of Business Administration in Entrepreneurship program is to provide a curriculum of study designed to educate students to apply realistic comprehensive, and relevant management tools in accounting, economics, finance, marketing, management, analysis, and communications to an entrepreneurial business venture. The program may be completed 100% online.

A graduate with a Bachelor of Business Administration in Entrepreneurship will be able to:

- Think and write analytically, clearly, and concisely.
- Demonstrate knowledge of how to fund a new business.
- Critically analyze the marketplace and provide appropriate course(s) of action for new business ventures.
- Comprehend and apply analytical tools as they apply to entrepreneurship.
- Identify and analyze relevant ethical issues as they apply to a new enterprise.
- Understand the importance of effectively staffing and managing an organization.

The minimum requirements for a Bachelor of Business Administration in General Business are:

- 33 semester hours must be completed at Amberton University.
- 42 semester hours must be at the 3000/4000 level, 27 of which must be completed at Amberton University and applicable to the degree.
- 120 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 2.00 is required.

UNDERGRADUATE

B. B. A. ENTREPRENEURSHIP DEGREE PLAN

I. General Education Requirements: 45 Hours

Behavioral Science (PSY3735).....	3 hours
Communication (must include oral communication skills).....	3 hours
Selected from: COM3401 or COM4405	
Computer Concepts (fundamentals course, MIS2110).....	3 hours
Critical Thinking (MGT4720)	3 hours
English (ENG1001, ENG1002 plus 6 hours of writing).....	12 hours
Six (6) hours of writing may be selected from:	
COM3461 or COM4441 or ENG2006	
History and/or Government (HIS1011, HIS1012).....	6 hours
Humanities (HUM1015)	3 hours
Mathematics (MAT1024)	3 hours
Natural Science (SCI1026, SCI1027).....	6 hours
Religion (REL2000/3000 Level)	3 hours

II. General Electives: 18 Hours

III. Major Requirements: 57 Hours

A. Business Core: 24 hours	
Accounting Principles (ACC2111, ACC2112).....	6 hours
Economics Principles (ECO2131, ECO2132).....	6 hours
Finance (3000/4000 level) (FIN)	3 hours
Marketing (3000/4000 level) (MKT).....	3 hours
BUS3101 Business Law	3 hours
BUS3104 Statistical Analysis I.....	3 hours
B. Entrepreneurship Concentration: 21 Hours	
BUS3305 Management Fundamentals	3 hours
BUS3310 Competitive Business Analysis.....	3 hours
BUS4425 Entrepreneurship	3 hours
MGT4174 Personnel Management.....	3 hours
MGT4192 Business Ethics	3 hours
MIS4322 Emerging Technologies	3 hours
MGT4755 Entrepreneurship Implementation (Capstone)	3 hours
(Taken at the completion of all coursework, except electives)	
C. Advanced Business Administration Electives	
Selected from 3000/4000 level	12 hours
(Selected from courses with the following prefixes:	
ACC, BUS, ECO, FIN, MGT, MIS, MKT)	

Undergraduate certifications may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

Totals: 120 Hours

UNDERGRADUATE

BACHELOR OF BUSINESS ADMINISTRATION GENERAL BUSINESS

The Bachelor of Business Administration degree in General Business provides a solid core of general business courses while allowing maximum flexibility in program design to meet career goals. The General Business degree is widely recognized by corporations as the most versatile of the various degree plans. Students who graduate with this degree are prepared for careers where broad business knowledge and understanding are combined with effective problem-solving skills. The degree program is offered through a combination of on-campus and on-line courses or 100% online. The mission of the Bachelor of Business Administration in General Business program is to provide a general business-based curriculum of study designed to educate students in the fundamental business concepts of accounting, economics, finance, management, marketing, business law, statistical analysis, critical thinking, and problem solving.

A graduate with a Bachelor of Business Administration in General Business will be able to:

- Communicate analytically, clearly, and concisely in a variety of business settings.
- Critically analyze business situations and provide appropriate courses of action in business environments.
- Apply and comprehend business concepts and theories in a variety of organizational situations.
- Comprehend and apply appropriate ethical and corporate social responsibility action(s) within an organization and a competitive business landscape.
- Conduct relevant research and construct viable business solutions.
- Integrate various forms of communication to synthesize relevant research in business.

The minimum requirements for a Bachelor of Business Administration in General Business are:

- 33 semester hours must be completed at Amberton University.
- 42 semester hours must be at the 3000/4000 level, 27 of which must be completed at Amberton University and applicable to the degree.
- 120 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 2.00 is required.

UNDERGRADUATE

B. B. A. GENERAL BUSINESS DEGREE PLAN

IV. General Education Requirements: 45 Hours

Behavioral Science (PSY3735).....	3 hours
Communication (must include oral communication skills).....	3 hours
Selected from: COM3401 or COM4405	
Computer Concepts (fundamentals course, MIS2110).....	3 hours
Critical Thinking (MGT4720)	3 hours
English (ENG1001, ENG1002 plus 6 hours of writing).....	12 hours
Six (6) hours of writing may be selected from:	
COM3461 or COM4441 or ENG2006	
History and/or Government (HIS1011, HIS1012).....	6 hours
Humanities (HUM1015)	3 hours
Mathematics (MAT1024)	3 hours
Natural Science (SCI1026, SCI1027).....	6 hours
Religion (REL2000/3000 Level)	3 hours

V. General Electives: 21 Hours

VI. Major Requirements: 54 Hours

A. Business Core: 24 hours

Accounting Principles (ACC2111, ACC2112).....	6 hours
Economics Principles (ECO2131, ECO2132)	6 hours
Finance (3000/4000 level) (FIN)	3 hours
Marketing (3000/4000 level) (MKT).....	3 hours
BUS3101 Business Law	3 hours
BUS3104 Statistical Analysis I.....	3 hours

B. Advanced Business Administration courses

selected from 3000/4000 level.....	30 hours
(Selected from courses with the following prefixes: ACC, BUS, ECO, FIN, MGT, MIS, MKT)	

Totals: 120 Hours

Undergraduate certifications may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

UNDERGRADUATE

BACHELOR OF BUSINESS ADMINISTRATION MANAGEMENT

The Bachelor of Business Administration degree in Management prepares individuals to assume managerial roles in the business community. Emphasis is placed on internal and external relationships as well as analyzing opportunities, setting objectives, organizing, motivating, and evaluating performance to meet organizational goals. The degree program is offered through a combination of on-campus and on-line courses or 100% online. The mission of the Bachelor of Business Administration in Management program is to prepare students to develop managerial skills and assume managerial responsibilities by providing effective business tools and enhancing student understanding for best practices. In addition, this program aids in transforming student thinking with efforts to enhance student ability to apply the technical and cognitive skills necessary to be relevant in the business community.

A graduate with a Bachelor of Business Administration in Management will be able to:

- Appraise and construct business ideas effectively and rationally.
- Examine and predict best practices for decision-making.
- Illustrate and apply business concepts.
- Understand how business organizations integrate cultural and global differences.
- Identify and explore ethical issues and responsibilities of organizations.
- Conduct and disseminate relevant research regarding business practices and organizations.

The minimum requirements for a Bachelor of Business Administration in Management are:

- 33 semester hours must be completed at Amberton University.
- 42 semester hours must be at the 3000/4000 level, 27 of which must be completed at Amberton University and applicable to the degree.
- 120 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 2.00 is required.

UNDERGRADUATE

B. B. A. MANAGEMENT DEGREE PLAN

I. General Education Requirements: 45 Hours

Behavioral Science (PSY3735).....	3 hours
Communication (must include oral communication skills).....	3 hours
Selected from: COM3401 or COM4405	
Computer Concepts (fundamentals course, MIS2110).....	3 hours
Critical Thinking (MGT4720)	3 hours
English (ENG1001, ENG1002 plus 6 hours of writing).....	12 hours
Six (6) hours of writing may be selected from:	
COM3461 or COM4441 or ENG2006	
History and/or Government (HIS1011, HIS1012).....	6 hours
Humanities (HUM1015)	3 hours
Mathematics (MAT1024)	3 hours
Natural Science (SCI1026, SCI1027).....	6 hours
Religion (REL2000/3000 Level)	3 hours

II. General Electives: 21 Hours

III. Major Requirements: 54 Hours

A. Business Core: 24 hours	
Accounting Principles (ACC2111, ACC2112).....	6 hours
Economics Principles (ECO2131, ECO2132)	6 hours
Finance (3000/4000 level) (FIN)	3 hours
Marketing (3000/4000 level) (MKT).....	3 hours
BUS3101 Business Law	3 hours
BUS3104 Statistical Analysis I.....	3 hours
B. Management & Business Administration: 21 Hours	
Advanced MGT3000/4000 level courses.....	15 hours
Advanced Business Administration courses.....	6 hours
(3000/4000 level ACC, BUS, ECO, FIN, MGT, MIS, MKT)	
C. Advanced Communication and/or Human Behavior & Development courses: 9 Hours	
(3000/4000 level COM and/or HBD)	

Totals: 120 Hours

Undergraduate certifications may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

UNDERGRADUATE

BACHELOR OF BUSINESS ADMINISTRATION PROJECT MANAGEMENT

The Bachelor of Business Administration in Project Management prepares students for entry level positions in business administration and project management that require a broad competency of the management-level skills needed to add value, drive business performance, and build quality project management practices within modern organizations. The BBA/PM program is a study of business administration and project management that provides students with the capability to apply management-level project management tools and techniques. Graduates of the BBA/PM program are prepared in the business management and project management knowledge areas that are applied for effective management of enterprise projects including project scope, quality, risk, time, cost, communication, human resource, integration, and procurement management. The program is offered through a combination of on-campus and on-line courses or 100% online. The mission of the Bachelor of Business Administration in Project Management program is to provide students with relevant technical and cognitive training to prepare for employment in project management related areas. In addition this program develops the skills required for successful project outcomes by educating students in the fundamental project management tools and techniques found in the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK Guide).

A graduate with a Bachelor of Business Administration in Project Management will be able to:

- Describe project management as well as differences and similarities to the traditional business structure.
- Apply the knowledge areas as presented in the Project Management Institute's publication, THE PROJECT MANAGEMENT BODY OF KNOWLEDGE GUIDE (PMBOK).
- Explain the project life cycle and the interaction among the various project phrases.
- Assess project leadership and project communication.
- Construct appropriate project documentation.
- Define relevant ethical issues.

The minimum requirements for a Bachelor of Business Administration in Project Management are:

- 33 semester hours applicable to the degree must be completed at Amberton University.
- 42 semester hours must be at the 3000/4000 level, 27 of which must be completed at Amberton University and applicable to the degree.
- 120 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 2.00 is required.

UNDERGRADUATE

B.B.A. PROJECT MANAGEMENT DEGREE PLAN

I. General Education Requirements: 45 Hours

Behavioral Science (PSY3735).....	3 hours
Communication (must include oral communication skills).....	3 hours
Selected from: COM3401 or COM4405	
Computer Concepts (fundamentals course, MIS2110).....	3 hours
Critical Thinking (MGT4720)	3 hours
English (ENG1001, ENG1002 plus 6 hours of writing).....	12 hours
Six (6) hours of writing may be selected from:	
COM3461 or COM4441 or ENG2006	
History and/or Government (HIS1011, HIS1012).....	6 hours
Humanities (HUM1015)	3 hours
Mathematics (MAT1024)	3 hours
Natural Science (SCI1026, 1027)	6 hours
Religion (REL2000/3000 Level)	3 hours

II. General Electives: 15 Hours

III. Major Requirements: 60 Hours

A. Business Core: 24 hours	
Accounting Principles (ACC2111, 2112).....	6 hours
Economics Principles (ECO2131, 2132)	6 hours
Finance (3000/4000 level) (FIN)	3 hours
Marketing (3000/4000 level) (MKT).....	3 hours
BUS3101 Business Law	3 hours
BUS3104 Statistical Analysis I.....	3 hours
B. Project Management Core: 18 Hours	
MGT4495 Project Management Foundations.....	3 hours
MGT4497 Project Principles and Team Performance	3 hours
MGT4501 Project Planning, Work & Delivery	3 hours
MGT4502 Project Budgeting & Procurement.....	3 hours
MGT4503 Project Uncertainty & Value Delivery	3 hours
MGT4504 Project Stakeholder Engagement & Communication	3 hours
C. Advanced Business Administration Courses: 18 hours	
(3000/4000 level ACC, BUS, ECO, FIN, MGT, MIS, MKT)	

Totals: 120 Hours

Undergraduate certifications may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

UNDERGRADUATE

BACHELOR OF SCIENCE APPLIED STUDIES

The Bachelor of Science degree in Applied Studies is available to transfer students who have completed a block of twenty-one (21) semester hours in a designated field of study. Students must complete twenty-seven (27) semester hours from the disciplines of Business Administration, Human Behavior and Development or Communication at the 3000/4000 levels. This degree enables students to combine a concentration of lower-level coursework with the upper-level university credits in three designated areas resulting in an application oriented degree program. The program is offered through a combination of on-campus and on-line courses or 100% online. The mission of the Bachelor of Science in Applied Studies program is designed to enable the adult student who has a concentrated block of hours in a specific field of study but has not completed the requirements to complete a degree by providing the cognitive and technical skills of effective communication, business administration, human behavior and development, problem solving, and decision-making necessary to remain relevant in the workplace.

A graduate with a Bachelor of Science in Applied Studies will be able to:

- Appraise information to connect technical expertise, business administration skills, human behavior knowledge, and communication skills to make appropriate, effective decisions.
- Analyze information to create effective oral and written communication.
- Evaluate information to identify the technical and cognitive skills necessary to remain viable in the work place.
- Identify ethical responsibilities of organizations and relevant ethical issues.
- Conduct relevant research appropriate to the discipline(s).
- Explain how cultural differences impact management decisions.

The minimum requirements for a Bachelor of Business Science in Applied Studies are:

- 33 semester hours must be completed at Amberton University.
- 42 semester hours must be at the 3000/4000 level, 27 of which must be completed at Amberton University and applicable to the degree.
- 120 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 2.00 is required.

UNDERGRADUATE

B.S. APPLIED STUDIES DEGREE PLAN

I. General Education Requirements: 45 Hours

Behavioral Science (PSY3735).....	3 hours
Communication (must include oral communication skills).....	3 hours
Selected from: COM3401 or COM4405	
Computer Concepts (fundamentals course, MIS2110).....	3 hours
Critical Thinking (MGT4720)	3 hours
English (ENG1001, ENG1002 plus 6 hours of writing).....	12 hours
Six (6) hours of writing may be selected from:	
COM3461 or COM4441 or ENG2006	
History and/or Government (HIS1011, HIS1012).....	6 hours
Humanities (HUM1015)	3 hours
Mathematics (MAT1016)	3 hours
Natural Science (SCI1026, SCI1027).....	6 hours
Religion (REL2000/3000 Level)	3 hours

II. General Electives: 27 Hours

III. Applied Requirements: 48 hours

A block of 21 semester hours must be transferred to Amberton University from a specific field of study. Then, 27 semester hours must be completed at Amberton University at the 3000/4000 levels selected from any of the Business Administration (ACC, BUS, ECO, FIN, MGT, MIS, MKT), Human Behavior & Development or Communication course offerings.

Totals: 120 Hours

Undergraduate certifications may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

UNDERGRADUATE

BACHELOR OF SCIENCE HUMAN RELATIONS AND BUSINESS

The Bachelor of Science in Human Relations and Business provides an interdisciplinary degree that balances business administration skills with effective communication and human relations abilities. The broad-based curriculum includes studies in the areas of business, human behavior, and communication. Students who graduate with this degree are prepared for a wide range of careers requiring human relations and business acumen along with communication proficiency. The program is offered through a combination of on-campus and on-line courses or 100% online. The mission of the Bachelor of Science in Human Relations and Business program is to help students develop communication and human relations skills applicable to business, explore methods of improving interpersonal relationships in organizations, and acquire business acumen to help them succeed in their professional lives.

A graduate with a Bachelor of Science in Human Relations and Business will be able to:

- Create and compose informative messages applicable to business or organizations.
- Design and propose communication to influence people in business or organizational settings.
- Analyze contemporary business-related human relations issues faced by domestic or global organizations.
- Devise strategies to improve the interpersonal relationships within organizations or business.
- Recommend ethical strategies for resolving challenges within the workplace.
- Conduct research appropriate for human relations and business.

The minimum requirements for a Bachelor of Science in Human Relations and Business are:

- 33 semester hours must be completed at Amberton University.
- 42 semester hours must be at the 3000/4000 level, 27 of which must be completed at Amberton University and applicable to the degree.
- 120 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 2.00 is required.

UNDERGRADUATE

B.S. HUMAN RELATIONS AND BUSINESS DEGREE PLAN

I. General Education Requirements: 45 Hours

Behavioral Science (PSY3735).....	3 hours
Communication (must include oral communication skills).....	3 hours
Selected from: COM3401 or COM4405	
Computer Concepts (fundamentals course, MIS2110).....	3 hours
Critical Thinking (MGT4720).....	3 hours
English (ENG1001, ENG1002 plus 6 hours of writing).....	12 hours
Six (6) hours of writing may be selected from:	
COM3461 or COM4441 or ENG2006	
History and/or Government (HIS1011, HIS1012).....	6 hours
Humanities (HUM1015).....	3 hours
Mathematics (MAT1016).....	3 hours
Natural Science (SCI1026, 1027).....	6 hours
Religion (REL2000/3000 Level).....	3 hours

II. General Electives: 21 Hours

III. Major Requirements: 54 Hours

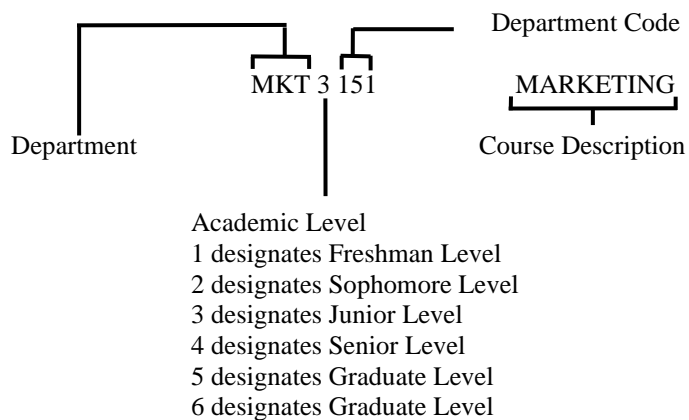
A. Business Administration (3000/4000).....	15 hours
(ACC, BUS, ECO, FIN, MGT, MIS, MKT)	
B. Communication (COM) (3000/4000).....	15 hours
C. Human Behavior and Development (HBD) or Psychology (PSY) (3000/4000).....	15 hours
D. Advanced Electives (3000/4000 level).....	9 hours

Totals: 120 Hours

Undergraduate certifications may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

EXPLANATION OF COURSE OFFERINGS

New courses as well as course changes are included in this edition of the catalog. Students pursuing a degree under a previous edition of the catalog should refer to that edition to determine course requirements for their degree. Courses are designated by department name and number along with a descriptive title.



A list of undergraduate courses and course competencies begins in the following section.

UNDER- GRADUATE ACADEMIC

Admission Standards

Course Load

Grades

Academic Performance

Applying for Graduation

Degree Requirements

Degree Programs

Course Offerings

Course Listing

Course Competencies

UNDERGRADUATE

UNDERGRADUATE COURSE LISTING INDEX

BUSINESS ADMINISTRATION

	Page
<i>BUSINESS ADMINISTRATION -ACCOUNTING</i>	
ACC2111 Principles Of Financial Accounting	68
ACC2112 Principles Of Managerial Accounting	68
ACC3114 Intermediate Accounting I.....	68
ACC3115 Intermediate Accounting II	69
ACC3117 Cost Accounting.....	69
ACC3120 Survey Of Federal Taxation	69
ACC4123 Consolidations & Mergers	70
ACC4124 Governmental, NFP, And Special Topics	70
ACC4125 Auditing	71
ACC4126 Accounting Theory.....	71
ACC4450 Advanced Accounting.....	71
<i>BUSINESS ADMINISTRATION -BUSINESS</i>	
BUS3101 Business Law	72
BUS3104 Statistical Analysis I.....	72
BUS3305 Management Fundamentals.....	73
BUS3310 Competitive Business Analysis.....	73
BUS4110 International Business	73
BUS4113 Accounting & Finance For Managers	74
BUS4425 Entrepreneurship	74
BUS4460 Customer Service Best Practices.....	74
BUS4605 Business Acumen	75
<i>BUSINESS ADMINISTRATION -ECONOMICS</i>	
ECO2131 Principles Of Macroeconomics	78
ECO2132 Principles Of Microeconomics.....	79
<i>BUSINESS ADMINISTRATION -FINANCE</i>	
FIN3137 Business Finance.....	81
FIN4250 Corporate Finance	81
<i>BUSINESS ADMINISTRATION -MANAGEMENT</i>	
MGT3172 Designing Competitive Organizations	86
MGT4174 Personnel Management	86
MGT4192 Business Ethics	86
MGT4193 Negotiation Skills For Managers.....	87
MGT4199 Business Administration & Policy	87
MGT4203 Operations Management	87
MGT4350 Essential Soft Skills.....	88
MGT4495 Project Management Foundations	88
MGT4497 Project Principles And Team Performance	88
MGT4501 Project Planning, Work & Delivery	89
MGT4502 Project Budgeting & Procurement	89
MGT4503 Project Uncertainty & Value Delivery	90
MGT4504 Project Stakeholder Engagement & Communications	90
MGT4620 Managing Virtual Teams.....	90
MGT4650 Contemporary Management Issues	91
MGT4670 Executive Leadership	91
MGT4690 Managing the Generations	91
MGT4720 Critical Thinking	92
MGT4750 Servant Leadership.....	92
MGT4755 Entrepreneurship Implementation	92

UNDERGRADUATE

BUSINESS ADMINISTRATION - MANAGEMENT INFORMATION SYSTEMS	
MIS2110	Computer Concepts & Internet Technologies 93
MIS4322	Emerging Technologies..... 94
BUSINESS ADMINISTRATION -MARKETING	
MKT3151	Marketing Fundamentals..... 94
MKT4260	Digital Marketing Foundations 94
MKT4270	eCommerce & Web Analysis..... 95
MKT4280	Digital Advertising and New Media 95
COMMUNICATION	
COM3401	Public Speaking..... 75
COM3461	Technical Writing..... 76
COM3469	Managerial Communication 76
COM4405	Persuasion 76
COM4407	Nonverbal Communication 77
COM4441	Effective Writing Skills..... 77
COM4445	Public Relations 78
COM4447	Critical Analysis Of The Media 78
ENGLISH	
ENG1001	Composition & Rhetoric 79
ENG1002	Composition & Literature 80
ENG2006	Studies In Literature 80
HISTORY	
HIS1011	American History To 1877..... 81
HIS1012	American History 1876 To The Present..... 82
HUMAN BEHAVIOR AND DEVELOPMENT	
HBD3173	Organizational Behavior 82
HBD4721	Sex Roles In Business & Society 82
HBD4722	Developing Human Potential 83
HBD4725	Psychology Of Adjustment 83
HBD4735	Human Resource Inventory..... 84
HBD4759	Stress Management 84
HBD4890	Motivation for Success..... 84
HBD4895	Power of Love & Relationships 85
HUMANITIES	
HUM1015	Introduction To The Humanities 85
MATHEMATICS	
MAT1016	Practical Math Applications 95
MAT1024	Quantitative Methods 96
PSYCHOLOGY	
PSY3735	Perspectives On Death/Dying 96
RELIGION AND ETHICS	
REL2032	The Life & Teachings Of Jesus 97
REL3034	Journeys of Paul 97
REL3821	The Gospel Of John 98
REL3851	Family Relations 98
SCIENCE	
SCI1026	Concepts Of Biology & Healthful Living 98
SCI1027	Ecology: Man & His Environment..... 99

UNDERGRADUATE

PRINCIPLES OF FINANCIAL ACCOUNTING (FINANCIAL ACCOUNTING) (FORMERLY ACC2111 PRINCIPLES OF ACCOUNTING I (FINANCIAL ACCOUNTING))

ACC2111

The principles of financial accounting course presents an overview of basic accounting concepts. Students will be introduced to the accounting cycle from transaction processing through financial statement preparation. The course will review foundational accounting principles and concepts that account for current assets, current liabilities, long term liabilities and owners' equity. Students will also complete basic financial statement analysis.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT:

- Identifying uses and users of accounting information.
- Demonstrating an understanding of the accounting cycle.
- Using the rules of debits and credits to prepare journal entries.
- Understanding the uses of journal and the general ledger.
- Preparing financial statements from a trial balance.
- Preparing a bank reconciliation.
- Identifying the importance of internal controls.
- Describing accounts receivable and the methods for writing off uncollectible accounts.
- Computing the cost of fixed assets and depreciation expense utilizing multiple methods available.
- Describing current and long term liabilities and their characteristics.
- Completing calculations for valuing bonds.
- Describing the characteristics of stockholders' equity accounts and transactions relating to dividends.
- Understanding the form and function of the cash flow statement.
- Performing basic financial statement analysis.

PRINCIPLES OF MANAGERIAL ACCOUNTING (MANAGERIAL ACCOUNTING) (FORMERLY PRINCIPLES OF ACCOUNTING II (MANAGERIAL ACCOUNTING))

ACC2112

The Principles of Managerial Accounting course is a continuation of ACC2111. The course presents an overview of basic managerial accounting concepts. Students are introduced to cost behavior, basic data analytics, CVP analysis, costing options, budgeting techniques, and Time Value of Money.

PREREQUISITE: ACC2111

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Explaining differences between financial and managerial accounting.
- Describing accounting concepts used in classifying costs.
- Evaluating job costing and process costing differences.
- Applying costing techniques to service and manufacturing companies.
- Applying activity based costing.
- Describing overhead and techniques for allocation.
- Describing different types of cost behavior in relation to production and sales volume.
- Applying cost-volume-profit analysis.
- Explaining differences between variable and absorption costing.
- Preparing the operating budgets of a master budget for a manufacturing company.
- Preparing a flexible budget and interpreting a flexible budget performance report.
- Analyzing investment centers utilizing return on investment, residual income, profit margin, and investment turnover.
- Explaining benefits of balanced scorecard.
- Describing the use of relevant costs and benefits for short-term decisions.
- Analyzing a capital investment using payback method, net present value, accounting rate of return, and internal rate of return.

INTERMEDIATE ACCOUNTING I (INTERMEDIATE ACCT I)

ACC3114

The course provides an in-depth study of the theory, concepts, and procedures of financial accounting. It also focuses on accounting applications for assets and the valuation and measurement of related income items. The cash flow statement concepts are reviewed. Students are introduced to relevant United States Generally Accepted Accounting Principles and significant disclosures.

PREREQUISITE: ACC2112 or the equivalent.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining elements and preparing a for-profit entity's balance sheet; making needed adjustments; and performing basic financial analysis using appropriate technology (e.g., general ledger software, spreadsheet software/application).
- Defining elements and preparing a for-profit entity's income statement; making needed adjustments; and performing basic financial analysis, including Earnings Per Share (EPS), using appropriate technology (e.g., general ledger software, spreadsheet software/application).
- Defining elements of and preparing a statement of comprehensive income and a statement of changes in equity using appropriate technology (e.g., general ledger software, spreadsheet software/application).

UNDERGRADUATE

- Accounting for cash, cash equivalents, and trade receivables and allowances, and selecting and using appropriate technology in calculations, journal entries, roll-forward schedules, and reconciliations.
- Explaining basics of revenue accounting. Computing and recording revenue from a basic contract.
- Accounting for basic Property, Plant, and Equipment (PPE) transactions and reporting. Selecting and using appropriate technology in calculations, journal entries, roll-forward schedules, and reconciliations.
- Recalling basics of accounting for intangible assets, and selecting and using appropriate technology in calculations, journal entries, roll-forward schedules, and reconciliations.
- Classifying, measuring accounting for, and reporting investments in financial instruments using appropriate technology.
- Preparing journal entries to recognize equity transactions in the financial statements.
- Preparing a statement of cash flows under both methods allowed by Generally Accepted Accounting Principles (GAAP) and being able to adjust the statement as needed using appropriate technology (e.g., general ledger software, spreadsheet software/application), and demonstrating knowledge of individual transactions on the statement.

INTERMEDIATE ACCOUNTING II (INTERMEDIATE ACCT II)

ACC3115

The course provides an in-depth study of the theory, concepts, and procedures of financial accounting. It is a continuation of ACC3114 and focuses on valuation issues related to liabilities and stockholders' equity. Students are introduced to relevant United States Generally Accepted Accounting Principles and significant disclosures.

PREREQUISITE: ACC3114

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Computing and reporting current liabilities, and selecting and using appropriate technology in calculations, journal entries, and reconciliations.
- Classifying and accounting for long-term debt throughout the life cycle of the debt, including basic classification and effects of modifications to the original debt agreement and debt extinguishment. Selecting and using appropriate technology in calculations, journal entries, roll-forward schedules, and reconciliations.
- Recalling basic concepts of accounting for income taxes and calculating the amounts to be reported in related specific income tax accounts on the income statement and balance sheet.
- Recalling basics of reporting of commitments and contingencies.
- Identifying techniques to measure and use concepts and hierarchy for fair value.
- Recalling criteria for lease classification by lessees, computing amounts, and preparing journal entries for lessees at the appropriate time.
- Interpreting contracts and determining lease accounting as recognized for lessees and lessors. Using appropriate technology as applicable.
- Computing financial statement ratios and other metrics using appropriate technology and interpreting the effect of transactions on the metrics.
- Preparing journal entries to recognize equity transactions in the financial statements.
- Reading notes to identify inconsistencies with reported amounts in the financial statements and adjusting as needed.
- Listing requirements and financial statements related to for-profit entity financial reporting, such as Securities and Exchange Commission (SEC) requirements, and preparing financial statements using appropriate technology (e.g., general ledger software, spreadsheet software/application) in accordance with special purpose frameworks.

COST ACCOUNTING (COST ACCOUNTING)

ACC3117

The course is an intermediate level course covering the managerial use of accounting data to assist managers in their plans and decisions regarding resource allocation, organizational control, and performance evaluation.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing various inventory costing methods.
- Allocating overhead to jobs, departments, and cost centers.
- Identifying cost information relevant to financial statements.
- Preparing production and operational reports.
- Reviewing budget techniques.
- Preparing a master budget.
- Preparing a flexible budget.
- Preparing a balanced scorecard.
- Performing cost volume profit analysis.
- Evaluating make vs. buy decisions.
- Evaluating pricing.
- Reviewing performance of business processes.
- Performing capital budgeting analysis techniques.
- Performing financial statement analysis.
- Identifying ethical considerations for the management accountant.

SURVEY OF FEDERAL TAXATION (SURVEY FEDERAL TAX) (FORMERLY ACC3120 INCOME TAX PROCEDURES: PARTNERSHIPS & CORPORATIONS)

ACC3120

UNDERGRADUATE

This course provides an overview and introduction to the tax law implemented by the Internal Revenue Service by applying basic tax principles involving individuals, partnerships, and corporations.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Summarizing the appropriate hierarchy of authority for federal tax purposes.
- Recalling the regulations governing practice before the IRS and different levels of the judicial process as they relate to federal tax matter.
- Distinguishing between various types of taxes (income, employment, estate and gift, sales, property, etc.).
- Calculating the amounts that should be routinely included in, or excluded from, an individual's gross income as reported on Federal Form 1040 – US Individual Income Tax Return.
- Identifying some key tax credits available to individual tax payers.
- Explaining the basic income and self-employment tax obligations of self-employed individuals.
- Identifying key provisions for deducting business expenses and depreciation of assets for businesses.
- Describing the benefits of a pass through entity, defined as partnership, S corporations, LLCs, and disregarded entities.

CONSOLIDATIONS & MERGERS (CONSOLIDATIONS & MERGERS)

ACC4123

The course concentrates on various aspects of business combinations with special emphasis on the technical aspects of financial statement preparation for consolidated entities. Also included are business segments, and SEC topics.

PREREQUISITE: ACC3114

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying legal and financial factors for a business combination.
- Accounting for a purchase acquisition.
- Developing working papers for business combinations.
- Preparing journal entries for the consolidated entity.
- Analyzing ownership patterns and minority interests.
- Accounting for changes in ownership levels between members of a business combination.
- Preparing elimination entries for intercompany transactions.
- Analyzing intercompany transfers.
- Calculating preacquisition income.
- Applying cost and equity methods for corporate investments.
- Accounting for special problems in the preparation of consolidated financial statements.
- Identifying reportable segments and preparing the required disclosures.
- Accounting for affiliated structures in the preparation of consolidated financial reports.
- Analyzing special issues involving intercompany debt.
- Calculating income tax treatments and ownership patterns in business combinations.
- Analyzing SEC regulations.
- Demonstrating knowledge of proper financial presentation and disclosure requirements for all topics covered in the course.

GOVERNMENTAL, NFP AND SPECIAL TOPICS (GOVT, NFP & SPEC TOPICS) (FORMERLY ACC4124 GOVERNMENT/SPECIAL TOPICS)

ACC4124

The Governmental, NFP, and Special Topics course provides an opportunity to learn accounting principles for unique entities. The course exposes students to accounting for government, nonprofit entities, partnerships, and estates and trusts. Special accounting topics related to bankruptcy, foreign currency, and International Financial Reporting Standards are also reviewed.

PREREQUISITE: ACC3114

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying basics of and preparing government-wide financial statements
- Explaining the objectives and components of an annual comprehensive financial report.
- Calculating and preparing journal entries for net positions balances, fund balances, capital assets, general and propriety long-term liabilities, interfund activity, the amount of nonexchange revenue and expenditures using both modified accrual and accrual basis of accounting, and to record budgets and encumbrances.
- Preparing the government-wide statement of activities for a state or local government from trial balances and supporting documentation.
- Recalling disclosure requirements for the notes to the basic financial statements of state and local governments.
- Recalling purpose and objectives and preparing a statement of financial position for nongovernmental, NFP, and be able to make necessary adjustments.
- Preparing and adjusting as needed, notes to the financial statements for nongovernmental, NFP organizations.
- Defining foreign currency translation concepts and calculating gains or losses from translations of foreign currencies using appropriate technology.
- Demonstrating basic knowledge of analyzing transactions between a partner and a partnership.
- Demonstrating knowledge about changes in ownership, termination of a partnership and preparing relevant calculations.
- Demonstrating a basic knowledge of analyzing transactions related to trusts.
- Classifying and accounting for effects of modifications to the original debt agreement and debt extinguishment caused by reorganization and bankruptcy.

UNDERGRADUATE

- Tracing the development of International Financial Reporting Standards.

AUDITING (AUDITING)

ACC4125

The Auditing course provides an overview of the auditing process and a review of other attestation services. Students will review financial statement assertions and identify key audit programs that can be used to support an auditor's opinion. A focus on communication skills will be a significant part of the course as students learn to write professional emails, perform auditing research, and write appropriate memos substantiating audit work.

PREREQUISITE: ACC3114

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Differentiating among assurance, attestation, and audit services.
- Explaining the structure of the AICPA *Code of Professional Conduct* and evaluating the auditor's legal and ethical responsibilities.
- Defining the procedures required to accept and continue providing services to clients.
- Defining the procedures necessary to appropriately perform a risk assessment for attest clients
- Developing appropriate responses to risk and developing a written audit plan.
- Obtaining audit evidence and document findings.
- Performing appropriate tests of controls.
- Performing appropriate substantive tests.
- Understanding the purpose of audit sampling.
- Understanding the application and performing basic audit data analytics.
- Describing the procedures required to complete the audit.
- Differentiating between the types of reports available to the auditor based on the audit findings.
- Effectively communicating using a written memo.
- Effectively communicating using an email.
- Determining the appropriate opinion and providing an audit report to the company's management and board of directors.
- Performing research and writing a paper using appropriate grammar and APA formatting.

ACCOUNTING THEORY (ACCOUNTING THEORY)

ACC4126

The course presents various assumptions, standards, rules, principles, and objectives forming the foundation for accounting practice in today's contemporary and complex business environment. Emphasis will be on financial accounting concepts and the major pronouncements of the FASB and its predecessors.

PREREQUISITE: ACC3114

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing the Financial Accounting Standards Board's (FASB) evolution and its role in contemporary accounting theory and practice.
- Analyzing financial accounting and financial statement objectives.
- Analyzing the FASB's conceptual framework and its role in standard setting.
- Applying financial accounting standards to asset measurement and presentation.
- Applying financial accounting standards to liability valuation and presentation.
- Applying financial accounting standards to equity valuation and presentation.
- Analyzing standards that apply to measurement and presentation of income determination.
- Analyzing foreign currency transactions and multinational corporation financial statements.
- Describing business combinations and preparation of consolidated financial statements.
- Analyzing components of earnings per share (EPS) and relative dilutive securities.
- Applying financial accounting standards to business segments.
- Understanding accounting changes and prior period adjustments.
- Applying accounting standards to alternative revenue recognition principles.
- Applying financial accounting standards to tax allocation and deferred taxes.
- Applying financial accounting standards to complex leases.
- Analyzing financial accounting standards applying to pensions and post-retirement benefits.
- Demonstrating the ability to research an accounting issue and determine the appropriate theoretical and/or regulatory resolution using the FASB Accounting Standards Certification.

ADVANCED ACCOUNTING (ADVANCED ACCOUNTING)

ACC4450

The Advanced Accounting course assists students in accounting for advanced situations encountered by accountants. Students will review generally accepted accounting principles for business combinations, consolidated financial statements, and advanced financial statement presentation issues. Students will also perform accounting research on advanced accounting topics including accounting for software, share based compensation, derivatives and hedge accounting and other advanced complex and emerging topics.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Explaining accounting research and application.

UNDERGRADUATE

- Recalling more complex consolidated concepts and terms and preparing a set of consolidated financial statements using appropriate technology.
- Defining concepts of and preparing journal entries to account for business combinations using appropriate technology.
- Identifying and calculating goodwill and other indefinite-lived intangible assets reported in the financial statements and preparing entries. Using appropriate technology (e.g., general ledger software, spreadsheet software/applications) as applicable.
- Discussing emerging reporting frameworks.
- Classifying and interpreting notes to financial statements and using to make informed decisions.
- Defining elements and preparing required financial statement note disclosures.
- Identifying and calculating capitalized software costs using appropriate technology.
- Identifying and calculating research and development costs using appropriate technology.
- Identifying and calculating compensation costs associated with share-based payment arrangements using appropriate technology.
- Identifying and preparing statements for defined contribution employee benefit plans.
- Identifying characteristics of derivatives and hedge accounting and preparing journal entries under hedge accounting for derivative financial instruments using appropriate technology.

BUSINESS LAW **(BUSINESS LAW)**

BUS3101

The course presents an introduction to the relationship of law and business. It focuses on specific principles of commercial law in certain subject areas. Topics include contracts, sales, agencies, the Uniform Commercial code, harassment and unemployment laws, and other current legal issues.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing the role of law in society.
- Analyzing torts, negligence, and liabilities.
- Analyzing the elements that create an enforceable contract.
- Analyzing circumstances in which a court may free a person from his or her contractual obligations.
- Explaining the conditions and comments that make a verbal contract enforceable.
- Analyzing contracts that are generally required by law to be in writing.
- Analyzing the rights of third parties to a contract.
- Analyzing sales law under the Uniform Commercial Code (UCC) Article 2.
- Analyzing Consumer Protection laws.
- Analyzing immigration and labor laws.
- Distinguishing sales from other transactions and applying the special UCC rules to the formation of sales contracts.
- Analyzing when title and risk of loss pass from seller to buyer.
- Analyzing warranties and product liability that sellers of goods have for injuries caused by defective products.
- Analyzing the rights that buyers or sellers have when the other party breaches a sales contract.
- Analyzing the types of securities issued by a corporation.
- Explaining the Federal and State registration procedure pertaining to securities issued by a corporation.
- Analyzing employment law.
- Analyzing antitrust regulations.
- Analyzing alternative dispute resolution.
- Analyzing environmental law.
- Analyzing the impact of criminal law on business.

STATISTICAL ANALYSIS I **(STATISTICAL ANALYSIS I)**

BUS3104

The course presents quantitative decision-making techniques applying principles of probability and statistical analysis to managerial decision-making. The course places emphasis on conceptual understanding rather than mathematical proofs.

PREREQUISITE: Three semester hours of mathematics.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Distinguishing between independent and dependent variables.
- Defining and applying the idea of a random variable.
- Differentiating between discrete and continuous random variables.
- Identifying random sampling techniques and describing the importance of sampling distributions.
- Defining, describing, and giving examples of descriptive and inferential statistics.
- Communicating important information contained in a set of data by means of graphs and frequency distributions.
- Calculating and describing characteristics of the common measures of central tendency: mean, median, and mode.
- Defining the sum of the squares and square of sum concepts.
- Calculating the variance and standard deviation for a population and for a sample.
- Calculating a standard score and determining percentages under the normal curve.
- Determining the general properties of probability, binomial, and normal distributions.
- Explaining the rules governing probability concepts.
- Identifying and differentiating between null hypotheses and alternative hypotheses.
- Describing what is meant by the level of significance and the region of rejection.

UNDERGRADUATE

- Differentiating between one-tailed and two-tailed tests for hypotheses.
- Describing the general procedures for testing statistical hypotheses including the definition of sampling error, the differentiation of Type I and Type II errors, and the use of the Z and T distributions.
- Explaining the central limit theorem and the concept of degrees of freedom and discussing their importance in statistical inference.

MANAGEMENT FUNDAMENTALS

BUS3305

(MANAGEMENT FUNDAMENTALS)
(FORMERLY BUS3305 MGT PROCESSES/INFO SYS)

The course provides a fundamental understanding of the functions of management and the importance of information systems in an organizational setting. The course covers such topics as the structure of organizations, communication systems in the organization, the development of information systems, and managing system changes.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining and discussing the functions of management.
- Understanding the various schools of management thought and the key contributions made by important management theorists.
- Discussing the internal and external forces that affect business, including how these forces affect the decisions and performance of a company.
- Describing ethical influences on decision making and the practical steps that managers can take to improve ethical decision making.
- Discussing the benefits and pitfalls of planning, steps and limitations of rational decision making, and group decision techniques.
- Understanding the strategy-making process and how managers use strategies to obtain a sustainable competitive advantage.
- Discussing the issues associated with organizational innovation and organizational change.
- Understanding the management implications of global trade and globalization.
- Discussing organizational structure and organizational design.
- Discussing the advantages and disadvantages of work teams and practical steps for managing teams within organizations.
- Discussing key aspects of human resource systems, determining human resource needs, and effectively managing the human resource lifecycle.
- Discussing concepts and management implications of human motivation, leadership, and communication in contemporary organizations.
- Discussing the role of the internet and personal information systems, work-group information systems, and enterprise information systems utilized by organizations.
- Discussing how organizations integrate, process, and protect information, knowledge, and expertise using management information systems.
- Understanding the importance of diversity and how to implement inclusion through proper management.

COMPETITIVE BUSINESS ANALYSIS

BUS3310

(COMP BUSINESS ANALYSIS)
(FORMERLY BUS3310 COMPETITIVE ANALYSIS)

The course provides an introduction to the basics of managerial economics and marketing management with an emphasis on the areas of overlap between the two disciplines. Topics include demand, costs, pricing, market structure analysis, and competitive strategies.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing the variables that influence demand and their economic and marketing significance for competitive strategy.
- Interpreting the relationship between the demand function and the various revenue relationships of a firm and distinguishing revenue relationships in terms of market structure.
- Applying research techniques and data sources to analyze competitors within an industry.
- Comparing the link between price changes, elasticity of demand, and changes in total revenue.
- Identifying the market structures of perfect competition, monopolistic competition, oligopoly, and monopoly.
- Evaluating the overall pricing objectives of firms which may be demand based, cost based or competition based.
- Interpreting the economic and marketing significance of various pricing practices such as price discrimination, target return pricing, penetration pricing, product line pricing, and the market conditions favoring such strategies.
- Applying a specified model to assess the essence and degree of competition within an industry.
- Evaluating the use of competitive strategy to create a competitive advantage for a firm.
- Comparing the effects of economies of scale on market entry and pricing strategies.
- Evaluating the economic impact of prosperity, recession, scarcity, and stagflation on marketing decisions.
- Analyzing the influence of industry structure on competitive marketing strategies.
- Identifying the effects of price, promotion, product, and distribution on demand.
- Understanding how company objectives should lead to marketing objectives.
- Understanding the different channels of distribution: manufacturing, wholesaling, retailing, internet sellers.

INTERNATIONAL BUSINESS

BUS4110

(INTERNATIONAL BUSINESS)

The course addresses the challenges of global competition by analyzing management, financial, and production activities in foreign markets. Economic, legal, political, labor, and environmental factors that have an impact on international business strategies are examined. The course introduces basic issues on international business theories, cultural and marketing differences, exchange rates, and societal differences impacting business in a foreign environment.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying the reasons and methods for entering international markets.

UNDERGRADUATE

- Discussing the theories of international trade and investment.
- Describing the differences in managing personnel in different countries and cultures.
- Explaining the differences between consumer and organizational buying behavior in different countries and cultures.
- Describing how the international monetary system has an impact on business strategies.
- Appreciating the differences in marketing of products and services in different countries and cultures.
- Researching international markets and assessing business opportunities and risks.
- Identifying the effects of location, topography, and climate on international trade.
- Understanding the implications of culture including attitudes, beliefs, religions, technologies, and levels of education on international business.
- Describing the impact of foreign laws and regulations on the operation of global enterprises.
- Describing how international institutions, such as the World Trade Organization, both governmental and nongovernmental, impact the conduct of international trade.
- Discussing the evolution of the current international monetary system and explaining how it operates.
- Identifying the issues of standardization, distribution, and pricing in an international environment.
- Describing the political, economic, and cultural motives behind governmental intervention in trade.
- Discussing techniques for evaluating and controlling global operations.
- Identifying and discussing ethical issues in the global marketplace.
- Identifying and describing ways international business has changed in the 21st century.

ACCOUNTING AND FINANCE FOR MANAGERS (ACCT & FIN FOR MANAGERS)

BUS4113

Accounting and Finance for Managers is designed to review the accounting cycle, the uses and analysis of financial information, budget concepts, and capital investment analysis. Emphasis is placed on the analysis and interpretation of financial information as a basis for managerial decision-making and business planning.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding accounting as a form of communication.
- Demonstrating how accounting information is processed and the steps of the accounting cycle within the organization.
- Identifying key components on the balance sheet.
- Identifying key components on the income statement.
- Identifying the key components of the cash flow statement.
- Identifying the key components of the statement of stockholder's equity.
- Performing a basic financial statement analysis.
- Understanding management's responsibility for internal controls and the requirements of the Sarbanes Oxley Act of 2002 related to internal controls.
- Computing basic time value of money calculations for decision making.
- Reviewing methods for budgeting and variance analysis.
- Using financial information for business planning.

ENTREPRENEURSHIP (ENTREPRENEURSHIP)

BUS4425

The Entrepreneurship course analyzes how to plan, implement, and evaluate a new business venture. It explores the risks and uncertainties faced by new entrepreneurs, and how to utilize the organization's strengths and opportunities to achieve success. The course looks at various aspects of business including management, marketing, human resource management, legalities, and finance; and how each of these areas are integrated in a business unit. Finally, Entrepreneurship evaluates new trends within industries, current events, and provides the student with an in-depth understanding of the drivers within today's business environment.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining and outlining the roles of entrepreneurship.
- Defining franchising and discovering various types of franchising.
- Constructing a business strategy mindful of business ethics and social responsibility.
- Applying SWOT Analysis to assess internal and external market forces.
- Appraising industry market analysis and its importance in competition and gaining a competitive advantage.
- Understanding each of the business functions (marketing, financial, legal, management, human resources, etc. and its purpose in creating a successful business.
- Identifying the different types of legal entities and their advantages or disadvantages in starting a new venture.
- Understanding various negotiating tactics and how to effectively implement these in a negotiation setting.

CUSTOMER SERVICE BEST PRACTICES (CUSTOM SERVICE BEST PRAC)

BUS4460

The course is designed to provide a broad foundation of the principles and practices for the student who interacts directly with or supervises customer service in a variety of industries. The course meets the requirement as an upper-level Business Administration elective, as well as serving as one of the four required courses for an Undergraduate Certificate in Customer Service. The course provides a specific focus on critical thinking and decision-making skills to enable students from various levels of customer service experience to be successful in this field.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding consumer behavior, including why consumers behave in the manner they do and how to relate to their situation.

UNDERGRADUATE

- Assessing the importance of effective communication and “people skills” in building relationships.
- Evaluating various types of conflict and identifying and applying a strategic solution that is appropriate for each situation.
- Recognizing the importance of ethical conduct, its value to the company, individual development, and demonstrating the ability to adhere to these standards when dealing with consumers.
- Identifying personal motivating factors and personal skills that support employee development.
- Defining stressors within the workplace, how to effectively deal with them, and how to minimize their negative effects.
- Discovering the impact of diversity training programs on successful customer service.
- Developing effective cross-cultural communication.
- Understanding the theoretical perspectives of discrimination and affirmative action.
- Practicing the importance of seeing the customer’s perspective and making appropriate adjustments to create a win-win situation.
- Developing and practicing empathy.
- Developing and training critical thinking skills including the ability to learn, to reason, to think creatively, to make decisions, and to solve problems using critical thinking.

BUSINESS ACUMEN (BUSINESS ACUMEN)

BUS4605

The course is a prerequisite course for the MBA in General Business and the MBA in Management degrees. The course is designed for those students who have not completed an undergraduate degree in business or those students who want a “refresher course” before starting an MBA. The course provides a solid basis of business knowledge, strategies, and tactics at a general, introductory level. The predominant goal for this course is to enable the student to understand fundamental business concepts to better prepare them to successfully complete the courses required for the above-named MBA degree programs. The course also meets the requirement for an upper-level Business Administration elective in the University’s undergraduate programs.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying and evaluating influential literature relevant to business acumen topics.
- Discussing the meaning of business acumen and its importance as a foundation to developing additional business management and leadership skills.
- Synthesizing and applying universal ethical principles to business acumen in modern organizations.
- Understanding the importance of business acumen as it relates to competitive analysis, decision-making, strategy development and implementation, and change management.
- Discussing how business management and leadership operational decision-making creates business value.
- Understanding how to create and build an organization that prioritizes business fundamentals in the decision-making process.
- Analyzing, evaluating and applying stakeholders’ feedback to prioritize and improve future business endeavors.
- Analyzing, evaluating, and applying business management best practices for effective and informed decision-making in modern organizations.
- Identifying how statistical analysis impacts decision-making, competition, change management, and other strategic decisions.
- Identifying and applying appropriate business management tools and technology to accomplish strategic operational goals.
- Discussing the importance of leveraging business acumen knowledge to better enable organizations to analyze competition amongst firms and industries.
- Identifying, evaluating, and applying effective methods and techniques for learning, applying, and improving business acumen.
- Understanding the importance of leveraging risk management with business acumen fundamentals.
- Understanding and evaluating business communication strategies for leveraging current and developing communication channels and technology.
- Discussing the future of business acumen concepts and efficient approaches to integrating business management approaches.

PUBLIC SPEAKING (PUBLIC SPEAKING)

COM3401

The course helps students develop effective verbal and nonverbal skills for public speaking. Students learn how to deliver informative, persuasive, and inspirational speeches.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Organizing a speech with an introduction, body, and conclusion.
- Writing an introduction for a speech which captures the attention of the audience, includes a thesis statement, and gives an overview for the speech.
- Writing a thesis statement with clarity, comprehensiveness, and completeness.
- Composing a conclusion which summarizes the speech and ends the speech with impact.
- Locating appropriate research material for a speech using an on-line library.
- Selecting an appropriate organizational pattern for a speech: problem/solution, topical, spatial, or chronological.
- Using effective nonverbal skills such as eye contact, postures, gestures, and movement.
- Demonstrating how to use visual aids effectively.
- Developing and delivering an informative and a persuasive speech.
- Delivering an informative speech which is intellectually stimulating, relevant, creative, and memorable.
- Selecting and utilizing effective illustrations for a speech.
- Choosing language for the speech that includes clarity, precision, specificity, and vividness.
- Speaking fluently, energetically, and communicatively.
- Delivering impromptu and prepared speeches.
- Listing and describing methods of audience analysis: demographics, gender, socio-economic status, education, etc.

UNDERGRADUATE

TECHNICAL WRITING (TECHNICAL WRITING)

COM3461

The course presents the logical development of various types of documents currently used in business. The course emphasizes the basic writing tasks common to most business applications.

PREREQUISITE: Six hours of composition.
Recommended: COM4441

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating different types of readers and determining how their needs relate to written communication.
- Developing effective pre-writing skills, including identifying the purpose of the document, brainstorming for information, and designing a workable outline.
- Using headings, subheadings, white space, and bulleted and enumerated lists to make a document easier to read.
- Constructing tables and figures to be included in business documents.
- Developing graphics to be included in manuals and electronic presentations.
- Editing documents for content, organization, consistency, grammar and syntax.
- Writing job application materials, including the reverse chronological, functional, targeted, and electronic resumes, and the letter of application.
- Writing specific types of business letters, including letters of application, inquiry, complaint, credit, sales, and good will.
- Writing procedures for business purposes, in hard copy and electronically.
- Writing an informal report in memorandum format.
- Compiling a portfolio of documents which indicate the qualities of professional writing.
- Editing and submitting assignments based on the instructional criteria and attention to detail.
- Writing procedures for analyzing a process.
- Analyzing the ethical responsibilities involved in technical communication.
- Editing for appropriate style, including attention to word choice, sentence structure, punctuation, and spelling.
- Locating, evaluating, and incorporating pertinent information.
- Recognizing, analyzing, and accommodating diverse audiences.

MANAGERIAL COMMUNICATION (MANAGERIAL COMMUNICATION)

COM3469

The course explores the relationship between management and communication, providing students with the skills to improve their management communication skills.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing the communication styles of successful managers.
- Identifying barriers to managerial communication and suggesting solutions for these problems.
- Researching topics relevant to managerial communication which can improve interpersonal relationships in business.
- Ascertaining how personalities affect communication.
- Differentiating among diverse theories of leadership and management.
- Explaining how communication styles affect the work place.
- Comparing managerial theories and determining their strengths and weaknesses.
- Summarizing motivational theories to determine how to influence employees in business.
- Listing sources of power within the organization and suggesting ways to improve personal power and influence.
- Determining how to build stronger interpersonal relationships between management and employees.
- Determining how to build stronger relationships with colleagues in the organizational setting.
- Exploring how ethics affect communication in business.
- Interpreting how the employee's and the manager's values affect communication.
- Examining methods of solving conflict in the workplace.
- Developing a plan for effective organizational communication.
- Using information technology skills to research topics relevant to management and communication.

PERSUASION (PERSUASION)

COM4405

The course presents the major theories of persuasion and teaches students how to apply them in interpersonal communication, business, and civic arenas. Key topic areas include credibility, audience adaptation, persuasive analysis, persuasive speech, motivation, social campaigns, and manipulation.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Explaining and applying major persuasive theories.
- Identifying persuasive verbal and nonverbal behaviors in speeches.
- Describing how persuasion is used in the political process.
- Defining and identifying fallacious arguments in the media.
- Using critical thinking to write a persuasive speech which includes arguments that support a controversial position that is relevant to organizations and business.

UNDERGRADUATE

- Creating and identifying logos, ethos, and pathos arguments applying Aristotle's Theory.
- Using arguments which are supported by credible sources.
- Developing emotional arguments to persuade audiences.
- Using logic to support a position on a controversial topic.
- Exploring methods of audience analysis and adaptation.
- Using critical thinking skills to apply the stages of a campaign to a social movement.
- Using analytical and critical thinking skills to analyze the persuasive messages in a campaign.
- Using critical thinking skills and technical skills to locate and analyze persuasion in speeches and published material.
- Discovering how demographics are used to target specific audiences in persuasive settings.
- Describing and discussing the process of manipulation—unethical persuasion.
- Identifying the characteristics of manipulators.
- Using information literacy skills to research persuasive material.

NONVERBAL COMMUNICATION (NONVERBAL COMMUNICATION)

COM4407

The course investigates the impact of nonverbal behavior on the communication process. It explores how the environment, space, dress, appearance, movement, facial expressions, eye behavior, and time affect communication. The cultural context of nonverbal communication is also considered.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing the role of the nonverbal channel in the communication model.
- Locating and collecting scholarly research, on-line resources and videos, on nonverbal behavior, and writing a professional summary.
- Using critical thinking skills to analyze a business environment.
- Discussing the role of semi-fixed and fixed feature space within the environment.
- Listing and describing the proxemic distances: intimate, personal, social, and public.
- Discussing how territoriality affects interaction among people.
- Listing and explaining the concepts of attractiveness in cultural contexts, and the advantages and disadvantages of attractiveness and unattractiveness.
- Identifying and describing the different classic body types: endomorph, mesomorph, and ectomorph.
- Listing, describing, and discussing the different types of facial expressions.
- Describing the causes of pupil dilation.
- Differentiating between circumstances under which people gaze more often and when they gaze less often.
- Explaining why touch is important.
- Listing and describing touch norms.
- Describing how an individual's vocalics can influence whether they are seen as competent, friendly, sad, optimistic, or warm.
- Defining emblems, illustrators, regulators, and adapters.
- Describing how nonverbal communication can be used to persuade others.
- Listing similarities and differences of nonverbal communication among cultures.

EFFECTIVE WRITING SKILLS (EFFECTIVE WRITING SKILLS)

COM4441

The course teaches students to write to their intended readers in a concise and readable style. It is a good refresher-writing course for those who need to brush up on basic writing skills. Topics include writing basics, as well as editing, choosing subjects, organizing documents, using library sources and APA citation.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Organizing and implementing the appropriate rhetorical patterns for developing an idea in written communication.
- Identifying the major types of readers and addressing the subject of the document to them.
- Organizing a unified document into its three component parts: introduction, text, and conclusion.
- Presenting a statement of purpose developed by means of the major rhetorical strategies of written communication: description, analysis, and persuasion.
- Writing objective, subjective and thematic descriptive essays.
- Analyzing a subject by means of comparison and contrast and according to the point-by-point (alternating) or subject-by-subject (dividing) patterns of exposition.
- Describing a subject showing cause and effect relationships.
- Analyzing a subject according to strategies of classification and extended definition.
- Developing a personal vocabulary that precisely expresses the writer's thinking in written form.
- Editing the writer's documents to eliminate grammatical and stylistic errors.
- Implementing corrective procedures for revising a document for presentation in a professional setting.
- Editing compositions for punctuation, emphasis (style), and low-information content.
- Transforming expository information into alternative modes of expression.
- Composing summaries of expository information.
- Identifying techniques of persuasion in compositions.
- Identifying the elements of argument.
- Distinguishing between stated and implied premises and conclusions in argument.

PUBLIC RELATIONS (PUBLIC RELATIONS)

COM4445

The course presents issues related to the ways individuals and organizations represent themselves to their respective publics. Public relations is a communication function within the organization which influences internal and external audiences.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining public relations as a communication function within an organization.
- Describing the art and science of Public Relations.
- Listing and discussing the different kinds of PR research.
- Researching PR audiences and issues using technical and critical thinking skills.
- Identifying key issues that affect specific diverse audiences.
- Summarizing the legal, ethical, and moral considerations inherent in public relations.
- Discussing how management affects the public relations of a company.
- Listing and describing public relations tools.
- Listing and describing organizational publics such as government, media, internal publics, community groups, special interests, etc.
- Considering the values and opinions of the various publics when designing public relations positions and programs that are persuasive.
- Discussing the role of Public Relations in government.
- Analyzing the effectiveness of the various media for influencing publics.
- Determining the advantages and disadvantages of the different types of media.
- Using effective business writing skills to compose a news release.
- Creating an effective internet, social media, and/or TV announcement to influence a public.
- Using critical thinking skills to plan and to design a fund raising event.
- Analyzing a crisis and developing a message which would build the image of an organization or a person.
- Determining the goal, the theme, and the media for a persuasive campaign.
- Developing a code of ethics to guide a PR career.

CRITICAL ANALYSIS OF THE MEDIA (CRITICAL ANALYSIS: MEDIA)

COM4447

The course will offer students the opportunity to understand the source of information provided through the media. Emphasis will be placed on questioning and evaluating information received and applying the discipline of critical thinking to final analysis of that information.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the definition of media.
- Recognizing the various types of media.
- Defining "news".
- Differentiating between news and entertainment programs.
- Questioning the source of news.
- Understanding how ratings affect decisions in broadcasting.
- Understanding the decision making process in the media.
- Discussing the psychology of group motivation in news reporting.
- Analyzing the influence of other media on reporters.
- Examining the effects of news on the individual and family.
- Understanding how people process and deal with news.
- Discussing the media's obligations to the public.
- Discussing emotional response theories relative to news.
- Analyzing social influences the media has on individuals.
- Understanding how social media affects our lives.
- Examining the changes the Internet has had on traditional media.

PRINCIPLES OF MACROECONOMICS (PRIN OF MACROECONOMICS)

ECO2131

The course provides an analysis of the economy as a whole including measurement and determination of Aggregate Demand and Aggregate Supply, national income, inflation, and unemployment. Other topics include international trade, economic growth, business cycles, and fiscal policy and monetary policy.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the basic concepts of the art and science of economic analysis including definition of economics, economic scarcity, factors of production, product and resource markets, circular flow model, positive and normative economics, and economic graphs.
- Understanding the basic economic tools used in economic analysis including opportunity costs, law of comparative advantage, production possibility analysis, and three economic systems.
- Understanding the economic decision makers of households, businesses, and the government.
- Understanding the economic concepts of demand, supply, and market equilibrium.
- Understanding the basics of macroeconomics including gross domestic product, the business cycle, and leading economic indicators.

UNDERGRADUATE

- Understanding productivity and growth of the economy including the production possibility frontier and factors that influence productivity growth.
- Understanding the methods to track the economy including an analysis of GDP, the circular flow of income and expenditure model, national income accounting, and consumer price index.
- Understanding the factors that impact unemployment and inflation.
- Understanding the factors that impact aggregate expenditure including consumer spending, business spending, government spending, and net exports.
- Understanding factors that impact aggregate expenditure and aggregate demand including components of aggregate expenditures, the multiplier, and price level.
- Understanding factors that impact aggregate supply including expansionary gaps, contractionary gaps, and supply shocks.
- Understanding the fiscal policy including automatic and discretionary policy, the tools of fiscal policy, expansionary and contractionary fiscal policy, and supply-side economics.
- Understanding federal budgets and public policy including federal budget process, federal budget deficits, federal budget reforms, social security and medicare, and the national debt.
- Understanding money and the financial system including functions of money, the Federal Reserve System, and the banking system.
- Understanding the banking and the money supply including definitions of the money supply and the tools of monetary policy.
- Understanding monetary theory and policy including expansionary and contractionary monetary policy, interest rates, quantity theory of money, and contrasting monetary policy.
- Understanding the macro policy debate of active or passive economic policy.
- Understanding international trade including the trade balance, comparative and absolute advantage, quotas and tariffs, and trade restrictions and trade protection.
- Understanding internal finance including the balance of payments, balance of goods and services, and exchange rates.
- Understanding developing and transitional economics including developing and industrial markets, productivity, and types of economic systems, the development of emerging countries.

PRINCIPLES OF MICROECONOMICS (PRIN OF MICROECONOMICS)

ECO2132

The course presents an introduction to microeconomics analysis and the study of economic behavior in particular markets. Topics of study include an introduction to economics, introduction to the market system, market structure and pricing including monopolies and oligopolies, market failure and public policy, and international microeconomics within the firm or business entity.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the basic concepts of the art and science of economic analysis including definition of economics, economic scarcity, factor of production, product and resource markets, circular flow model, positive and normative economics, and economic graphs.
- Understanding the basic economic tools used in economic analysis including opportunity costs, law of comparative advantage, production possibility analysis, and three economic systems.
- Understanding the economic decision makers of households, businesses, and the government.
- Understanding the economic concepts of demand, supply, and market equilibrium.
- Understanding elasticity of demand, elasticity of supply, income elasticity, and cross-price elasticity of demand.
- Understanding consumer choice and demand including utility analysis, marginal analysis, and law of diminishing utility.
- Understanding the basic concepts of production and cost in the firm including explicit costs, implicit costs, variable costs, fixed costs, law of diminishing returns, relationship between the total cost curve, variable cost curve, and marginal cost curve, in the short run, and economies and diseconomies of scale.
- Understanding the characteristics of the four market structures of perfect competition, monopolistic competition, oligopoly, and monopoly.
- Understanding the resource market including resource demand and resource supply, derived demand, the resource market demand and supply curve, temporary resource price differential, permanent resource price differential, economic rent and opportunity cost, the firm's decision-making process regarding marginal resource cost and marginal revenue product.
- Understanding labor markets and labor unions.
- Understanding capital, interest, entrepreneurship, and corporate finance as related to the economy.
- Understanding transaction cost, imperfect information, and behavioral economics.
- Understanding economic regulation and antitrust policy as related to the economy.
- Understanding public goods and public choice as related to the economy.
- Understanding externalities and the environment as related to the economy.
- Understanding income distribution and poverty as related to the economy.
- Understanding international trade and its impact on the economy.
- Understanding international finance as related to the economy.
- Understanding economic development and its impact on the economy.

COMPOSITION & RHETORIC (COMPOSITION & RHETORIC)

ENG1001

The course presents the proper use of the English language through standard expository writing. Topics include the elements of writing as well as the practice of effective rhetorical writing.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Recognizing the stages of the writing process.
- Identifying appropriate audiences for composition.

UNDERGRADUATE

- Identifying and correcting the major grammatical and mechanical errors in the construction of sentences. These include sentence fragments, run-on sentences, improper agreement, parallelism, and shifting tense.
- Using standard punctuation and writing in standard English without recourse to colloquialisms.
- Selecting precise words and phrases to express ideas in a paragraph.
- Identifying techniques that contribute to the unity of sentences within paragraphs and of paragraphs within completed essays.
- Developing unity within an essay by means of an outline.
- Defining the purpose of the topic in a paragraph.
- Formulating essays that address topics in a variety of subject areas.
- Writing the introduction to an essay that includes a thesis sentence.
- Expanding the text of an essay by illustration and example.
- Writing effective concluding paragraphs.
- Revising a rough draft of an original essay.
- Completing a final, original essay based on the five-paragraph format.
- Evaluating peer essays for effective expository writing and recommending corrective procedures for revising them.

COMPOSITION & LITERATURE (COMPOSITION & LITERATURE)

ENG1002

The course presents concepts for the development of expository writing skills, of library research skills, and of analytical skills used in reviewing and evaluating literature. Areas include analyzing literary works, generating ideas for writing about literary works, writing literary critiques, and preparing a research paper.

PREREQUISITE: ENG1001

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing a literary work to understand and evaluate it precisely.
- Formulating a thesis for critical analysis and argumentation.
- Analyzing a work according to the characteristics of a particular genre, including fiction, poetry, drama, and literary criticism.
- Generating ideas concerning literary works through brainstorming, collaborative learning, and other means of creative thinking.
- Developing a preliminary bibliography for restricting the subject of the literary analysis and for developing a thesis statement.
- Developing strategies for active reading, including marking and annotating a text.
- Taking notes and documenting quotations from resources derived from research.
- Writing effective abstracts and paraphrasing secondary sources.
- Writing an extended literary analysis based on information derived from research.
- Documenting materials or ideas cited from secondary sources of information.
- Distinguishing between plagiarism and the proper documentation of another's ideas and materials.
- Distinguishing between appropriate uses and applications for different formats, such as APA and MLA.
- Properly documenting parenthetical documentation and works cited.
- Writing a research paper in an accepted format.
- Editing and revising written documents.
- Conducting on-line and computer-based research on literary topics.

STUDIES IN LITERATURE (STUDIES IN LITERATURE)

ENG2006

The course facilitates self-discovery through the study of the master works of various cultures. It emphasizes the common themes of human experience, such as family, the hero, initiation, and self-discovery.

PREREQUISITE: ENG1002 or the equivalent.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating key master works of ancient and contemporary cultures.
- Distinguishing the genre of imaginative literature.
- Recognizing stated, implied, and inferred meaning in selected readings.
- Discussing the relationships among literary elements in selected readings.
- Identifying and analyzing the author's use of figurative language in selected passages of literature.
- Describing the literary techniques the author uses to project the theme of the work.
- Recognizing stated and figurative symbolism in passages of literature.
- Discussing the theme of a literary work in relation to its global significance.
- Analyzing the development of the author's moral and ethical vision in a literary work.
- Recognizing the forces in a work that have an impact on the reader's values and ethics.
- Recognizing the writer's role as a humanizing agent in society.
- Understanding the contemporary experience through the universal themes in literature.
- Understanding how cultural imperatives influence the creations of literary work.
- Drawing comparisons among works of various cultures or literary eras.
- Drafting and revising an analytical paper on a selected work.
- Conducting on-line and computer-based research on a literary topic.
- Summarizing secondary research on a literary topic.

UNDERGRADUATE

BUSINESS FINANCE (BUSINESS FINANCE)

FIN3137

The course is a survey course in financial management. Basic concepts such as security markets, interest rates, taxes, and risk/return valuation models are discussed as well as how financial management can be used to help maximize the value of a firm or household.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating the relationship between management and stockholders relative to shareholder wealth.
- Describing and evaluating the forms of business organizations and their financial impact.
- Evaluating and applying capital budget models in business investment decisions.
- Evaluating and describing the characteristics of money and capital markets as sources of short-term and long-term funding.
- Evaluating and analyzing the components of interest rate.
- Performing financial projections in business financial planning.
- Evaluating financial leverage and financial risk relative to the firm.
- Evaluating corporate governance and ethics.
- Analyzing the relationship between risk and return in relations to portfolio management.
- Analyzing, evaluating, and interpreting financial statements and ratios as indicators for performance assessments and comparisons.
- Calculating free Cash flows and performing valuation of assets.
- Assessing the need for working capital management.
- Analyzing the characteristics of Bonds and common stocks.
- Evaluating and analyzing the different types of taxes.
- Understanding variations in capital structure among firms relative to risk.
- Analyzing dividend policy and the mechanics of dividend payments.

CORPORATE FINANCE (CORPORATE FINANCE)

FIN4250

The course examines the theory and practice of corporate financial decision making to maximize the firm's value. Students will review major finance topics including capital budgeting, risk-return relationship, capital market theory, market efficiency, capital structure, dividend policy, long term financing, and working capital management.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the goals of corporate financial management.
- Identifying major influences on corporate financial decision making.
- Demonstrating the ability to analyze financial statements for key indicators of financial health.
- Understanding how time value of money concepts influence financial decision making.
- Correlating interest rates to valuation considerations for bonds.
- Understanding and evaluating methods for stock valuation.
- Evaluating investments utilizing discounted cash flows and net present value.
- Performing sensitivity analysis, scenario analysis, and break-even analysis to evaluate capital projects.
- Discussing the relationship of risk and return as it relates to investments.
- Demonstrating the use of the Capital Asset Pricing Model and the Weighted Average Cost of Capital.
- Understanding the key functions of efficient markets.
- Evaluating corporate structures.
- Performing analysis for optimal working capital management decision making.
- Understanding the implications of good and bad corporate governance.

AMERICAN HISTORY TO 1877 (AMERICAN HISTORY TO 1877)

HIS1011

The course introduces the political, social, economic, and cultural history of the United States to 1877. The course is designed to help students understand and evaluate their society in the context of the historical experience.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing America prior to Columbus' arrival.
- Identifying the origins and consequences of European exploration and conquest of the New World and contrasting settlement patterns of the Spanish, French, Dutch, and English.
- Describing the development of colonial institutions, life, and culture.
- Describing how colonial American resistance to British imperial policy evolved into the War of Independence.
- Discussing the course of the War for Independence including its effects on American economy, politics, and culture.
- Describing the development of representative government (and federalism) from the Articles of Confederation to the Constitution and Bill of Rights.
- Identifying the development and practice of American political institutions including the presidency, the judiciary, and the government's role in the economy.
- Describing the development of American foreign policy from Washington's Neutrality Proclamation to the Monroe Doctrine.
- Comparing and contrasting the commercial economies that developed in the North and South prior to the Civil War.

UNDERGRADUATE

- Discussing the growth of democracy during the Age of Jackson.
- Describing the development of the distinctive culture of the Old South including the cotton culture, slavery, and relations between planters and yeomen.
- Describing the spirit of reform from 1830-1860 that led to the secession of the Southern Confederacy.
- Understanding the military, political, economic, and social features of the Civil War in the North and South.
- Discussing the strategies used to implement Reconstruction and analyzing their effects on black and white racial groups in the North and the South.

AMERICAN HISTORY 1876 TO THE PRESENT (AM HIST 1876 TO PRESENT)

HIS1012

The course introduces the cultural, social, political, economic, history of the United States from 1876 to the present. The course is designed to help students understand and evaluate their society in the context of the historical experience. Topics include history events such as the settling of the American West, definition of the “New South,” the Great Depression, the New Deal, World War II, the Cold War, and the Civil Rights Movement.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the concept of manifest destiny as it applies to the settlement of the American West.
- Defining the “New South,” with emphasis on its economic, social, political, and racial features.
- Understanding the impact of the industrial revolution, including the rise of corporations, the transformation of work, and the growth of cities.
- Comparing and contrasting the Populist and Progressive responses to the emergence of modern America.
- Analyzing the emergence of America onto the world stage at the turn of the century.
- Describing the New Era of the 1920s, including consumerism, transportation, the economy, and social unrest.
- Understanding the causes of the Great Depression and the response of the New Deal.
- Describing America’s move from isolationism to internationalism during the 1930s and World War II.
- Understanding the Cold War both at home and abroad.
- Analyzing the causes for the effects of the post World War II economic boom in the United States.
- Describing the impact of the Civil Rights Movements in post war America.
- Understanding the “Great Society” and its legacy.
- Analyzing American society at home and abroad during the Vietnam War era.
- Describing the economy, politics, and culture of the post Vietnam era.
- Discussing American society at the end of the Cold War.

ORGANIZATIONAL BEHAVIOR (ORGANIZATIONAL BEHAVIOR)

HBD3173

The course presents an integrated social science view of human behavior in organizations. Topics include intergroup relations, conflict in organizations, organizational structure, work design, and the quality of work life.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Outlining the history of “organizational behavior.”
- Defining the scientific management thrust in business and its importance.
- Describing the human relations movement in business and its importance.
- Tracing the development of systems thinking in organizational behavior.
- Discussing the role of the employee as learner.
- Identifying the relationship between organizational structure, work design, and quality of work life.
- Relating corporate culture to performance for both individuals and groups.
- Discussing the concept of an organization as a community of shared interests.
- Examining human resource strategies for managing individual behavior within organizations.
- Exploring the dynamics of intergroup relations and conflict within organizations.
- Relating the concepts of power and politics to organizational behavior.
- Discussing the nature of both intra- and inter-organizational communications.
- Identifying leadership challenges and strategies for successful organizations.
- Differentiating between successful and chaotic organizational change.
- Addressing the impact of corporate ethics upon organizational behavior.
- Discussing individual differences and how they impact the dynamics of effective teamwork.
- Describing the various decision-making and problem-solving strategies utilized by organizations.

SEX ROLES IN BUSINESS & SOCIETY (SEX ROLES BUS/SOCIETY)

HBD4721

The course analyzes the interface between sex roles and organizational expectations. The primary objective of the course is to help students develop greater understanding and respect for all of their professional colleagues.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying sex roles that are common within the contemporary Western cultures.
- Investigating the impact of social institutions such as the family, church, school, and state upon changing sex roles.

UNDERGRADUATE

- Distinguishing among the definitions of sex, sex roles, and gender identity.
- Analyzing contemporary issues for working women and men in our society.
- Elaborating upon the process of identity development with emphasis upon sex role expectations at each phase of the life span.
- Comparing and contrasting communication strategies and messages for males and females.
- Researching sexual harassment and sex discrimination as contemporary business phenomena.
- Discussing the meaning of work to both sexes and exploring its relevance to changing demographics among the work force.
- Analyzing the impact of stress on working men and women.
- Analyzing the concept of androgyny in terms of building a personal management style.
- Tracing the history of changes in sex roles during the past century.
- Discussing the choices available to men and women in choosing an occupation.
- Discussing the role of organizational culture in dealing with issues of sexual harassment and organizational romance.
- Summarizing the steps that companies should take in creating a policy on harassment.
- Describing the origins of stereotyping.
- Creating a mental framework for thriving in the presence of changing societal gender viewpoints.

DEVELOPING HUMAN POTENTIAL (DEVELOP HUMAN POTENTIAL)

HBD4722

This course takes both a historical and an experiential approach to studying the development of human potential. Students learn practices that are designed to assist them in identifying life goals and developing action plans for achieving these goals.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing the basic models for developing human potential.
- Completing self-assessments that measure one's position and progress in developing human potential.
- Describing ways in which people fail to develop their human potential.
- Exploring the research findings about consciousness and human potential.
- Describing the relationship between will and spirit and the development of human potential.
- Describing biographical accounts of the development of human potential.
- Discussing societal issues that result from undeveloped human potential.
- Describing the role of emotions in developing human potential.
- Describing power as it affects the development of human potential.
- Applying practices designed to develop human potential.
- Exploring the relationship between spirituality and the development of human potential.
- Describing humanity's use of religion to address the need of developing human potential.
- Discussing the concept of psychological development in relation to developing human potential.
- Describing ways to develop human potential through dealing with personal crises and life situations.
- Discussing the impact of relationships on human potential.

PSYCHOLOGY OF ADJUSTMENT (PSYCHOLOGY OF ADJUSTMENT)

HBD4725

The course presents the ways in which psychological principles apply to effective personal adjustment and development. Topics include emotional response theories, coping skills, self-esteem, depression, stress factors, and psychotherapeutic intervention.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining adjustment and discussing its implications.
- Describing how competence and flexibility relate to intellectual adjustment.
- Identifying the nature of emotional response and emotional paradox as they relate to emotional adjustment.
- Describing the emotional response theories of selected theorists.
- Examining adjustment to stressful situations and identifying positive and negative ways people cope with stress.
- Discussing the implications of psychotherapeutic intervention for optimum personal adjustment.
- Identifying personal stressors that may have an impact on the process of adjustment.
- Discussing the maintenance of interpersonal security, self-esteem, and the assimilation of the data of experience as functions of the self.
- Contrasting constructive and destructive fight styles.
- Discussing depression as it relates to personal adjustment.
- Describing how ineffective adjustment patterns affect the individual and the family.
- Applying Constructive Coping Model to personal stressful circumstances.
- Describing the correlation of habit, lifestyle, and health to personal adjustment.
- Applying the principles of Positive Psychology.
- Identifying communication styles and how they impact the ability to adjust effectively.
- Exploring gender, ethnic and sociocultural differences in responding to and coping with stress produced by life changes.
- Critically analyzing advertising and other media for instances of stereotyping, and discussing any potential impact on personal development and adjustment.
- Critically reviewing and analyzing a self-help book for its thoroughness in discussing a psychological problem and its effectiveness in outlining a specific plan to manage, cope, or solve the associated challenges.

UNDERGRADUATE

HUMAN RESOURCE INVENTORY **(HUMAN RESOURCE INVENTORY)**

HBD4735

The course presents the techniques, skills, and models for identifying and utilizing the assets of human resources within organizations as well as one's own personal assets. Students learn how to use self-assessments and evaluation of skills and life experiences to develop portfolios for documentation.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining human resource skills and human assets of an organization.
- Discussing the applications of skills inventories within organizations.
- Identifying current job markets and projected job markets with corresponding skills required.
- Identifying the components in an assessment process.
- Defining life-learning experiences and their relationship to education.
- Discussing human resource skills as they relate to specific job and career paths.
- Describing the theory of life span development and its relevance to learning.
- Examining the basic potential of learning environments in a person's experience.
- Identifying variables and outcomes in the experiential learning process.
- Describing experiences which influence one's career path.
- Writing clear and comprehensive competency statements.
- Developing the elements of documentation to support the existence of competencies.
- Organizing life experiences into a portfolio.
- Discussing the importance of an individual inventory to the individual and/or to others.
- Developing a clear process for a three-step career change visualized.
- Identifying and prioritizing transferable skills.
- Examining the use of technology in identifying and presenting skills and experience.
- Understanding applicability or identified transferable skills to the current job market.
- Evaluating current job market needs as they relate to transferable skills and portfolio development.

STRESS MANAGEMENT **(STRESS MANAGEMENT)**

HBD4759

The course presents an in-depth study of the sources of stress, the physiological and psychological effects of stress, and the strategies for managing stress. Definitions, symptoms, psychological aberrations, physical disturbances, and stress maintenance are covered.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Listing definitions of stress by noted researchers.
- Discussing the causes of stress brought about in the modern world of multi-cultures.
- Describing physiological reactions of the body to stress.
- Comparing the relationship of personality to stress.
- Discussing the management of stress-induced drug and alcohol abuse.
- Listing sources of stress in business organizations.
- Comparing the actual and psychological costs of stress.
- Identifying causes and symptoms of burnout.
- Listing variables involved in overall job satisfaction.
- Outlining the problems of expressing anger, hostility, frustration, and aggression.
- Demonstrating the ability to monitor one's physiological reactions to stress and applying stress-reduction techniques.
- Discussing the relationship between life events and the onset of illnesses.
- Developing a holistic model of managerial lifestyle that calls for a balance in the following dimensions of life: professional, financial, social, cultural, creative, and personal.
- Discussing the cognitive appraisal concept as it relates to stress.
- Describing psychosomatic disorders as manifestations of stress.
- Discussing sources of stress in the family and the community and the social approaches to stress management.
- Reviewing the current research on stress in the United States.
- Determining and reflecting on the overall picture of one's own current stress status.
- Discussing the unique stresses of the twenty-first century brought about by changes in the American culture.
- Designing a personal stress prevention plan.

MOTIVATION FOR SUCCESS **(MOTIVATION FOR SUCCESS)**

HBD4890

This course presents an in-depth examination of practical time-tested principles on motivation and success. Practical applications to real-life situations include goal development for personal improvement, relational enhancement, vocational support, and achievement strategies. Topics of study include healthy self-image, positive attitude, energizing desire, time management, effective habits, and how to maintain a healthy life-work balance.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining practical applications of motivation and success for a desired outcome.
- Examining anecdotes, teachings, and counsel from renowned innovators of motivation and success principles.
- Doing a self-analysis of personal strengths and weaknesses affecting motivation and success with strategies for improvement.

UNDERGRADUATE

- Discovering how to keep a healthy balance with self-interests, relational unity, and vocational pursuits.
- Learning how and why procrastination negatively affects mental health and high performance.
- Developing proficient time management techniques to enhance success.
- Identifying how the outcome of events can be influenced by a constructive change of attitude, habits, and response.
- Studying how to overcome inner and outer obstacles that challenge motivation and success.
- Acknowledging personal responsibility to create a desired result.
- Describing effective communication and feedback techniques to synergize relationships.
- Discovering how effective applications of purpose, planning, passion, and persistence bring about prosperity.
- Developing a positive self-image and self-confidence to achieve a desired dream or goal.
- Forming clear, realistic, meaningful, and achievable goal strategies.
- Implementing desire, courage, and drive to complete a committed goal.
- Examining the importance of physical, mental, emotional, and spiritual health for lasting motivation and success.

POWER OF LOVE & RELATIONSHIPS (POWER LOVE/RELATIONSHIPS)

HBD4895

The course examines love and relationships from both a personal and societal perspective. Students are to assess how levels of love operate in their own lives through personal self-assessment, by utilizing text recommendations to personal needs or goals, and by sharing selected issues and ideas in a group setting. During the course, students are expected to understand and be able to practically apply effective and appropriate loving principles to various real-life interpersonal relationships.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining types of love demonstrated with kindness, consideration, and respect appropriate for spouse, family, friend, vocational, and/or other relationships.
- Knowing the differences between healthy and unhealthy love and being able to apply true loving methods for self-protection, self-improvement, and personal success.
- Demonstrating a working understanding of practical text strategies and using them to better manage specific personal and/or real-life instances.
- Developing desired goals, realistic expectations, and committed outcomes to achieve a happier, healthier, and more enriched life.
- Studying how the perception process influences interpersonal relationships.
- Identifying the elements of effective interpersonal communications.
- Describing nonverbal communication and its relationship to better understanding.
- Exploring effective ways in which people listen and respond to each other.
- Creating strategies in difficult relationships to manage conflict collaboratively.
- Implementing methods for responding nondefensively to criticism.
- Describing, respecting, nurturing, and appreciating relational differences.
- Learning ways to practice consideration, compassion, service, and emotional support with reasonable giving.
- Exploring ways to help and encourage others to demonstrate healthy loving attitudes, expressions, and actions.
- Creating uplifting, happy, and fun moments together in both intimate and non-intimate relationships.
- Studying biblical teachings of godly love to enhance personal effectiveness.

INTRODUCTION TO THE HUMANITIES (INTRO TO THE HUMANITIES)

HUM1015

The course examines the creative achievements of humanity in order to increase the student's awareness and understanding of his/her unique value.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining the term humanities.
- Tracing the historical background of major periods in the humanities.
- Discussing the elements of art for each of the arts media.
- Discussing the principles of design for each of the arts media.
- Discussing the major aesthetic theories that have influenced the creation and evaluation of Western Art.
- Discussing the assumptions and interests the viewer brings to a work of art which may influence appreciation of the work.
- Researching the human need for art and the importance of art to the life of an individual.
- Describing the sources of art subjects.
- Analyzing the aesthetic concepts that influence the production of specific works of art.
- Analyzing a work of art in terms of form, content, function, medium, style and organization of elements.
- Describing the various artistic media, including two and three-dimensional design, theater, opera, film, and architecture.
- Writing a formal critique that describes, analyzes and evaluates the aesthetic qualities of a work of art.
- Recognizing how an artist's style influences the creation of the work of art.
- Appreciating works of art as universal icons of human consciousness.
- Describing how a work of art affects the viewer emotionally and intellectually.

UNDERGRADUATE

DESIGNING COMPETITIVE ORGANIZATIONS (DESIGN COMP ORGANIZATION) (FORMERLY MGT 3172 ANALYSIS/DESIGN OF ORGAN)

MGT3172

The course presents various theories of organizational designs in a behavioral approach to organizational effectiveness. The focus is on organizational types, effectiveness, competitiveness, and efficiency. It explores internal and external factors that have a positive or negative impact on achieving organizational goals. The course evaluates the ever-changing modern work environment and the effectiveness of a well-designed organization.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing a strategy for managing interdepartmental goal conflict.
- Evaluating leading organizational concepts for effective organizational structure and processes.
- Formulating and designing an organizational model to meet the challenges of a competitive environment.
- Reviewing the processes of integrating individual and organizational goals.
- Planning organizational strategies to sustain and grow the organization.
- Classifying and assessing the effectiveness of organizational types.
- Investigating the cause-and-effect relationships within organizations.
- Exploring motivational theories and their application to modern organizations.
- Evaluating the structure specific job/work assignments within multigenerational work forces.
- Understanding the functions and applications of the SWOT analysis.

PERSONNEL MANAGEMENT (PERSONNEL MANAGEMENT)

MGT4174

The course presents an investigation of the recruitment, selection, maintenance, development, utilization, and accommodation of human resources by organizations. Topics include cultural development, human behavior and organizational effectiveness, legal issues involving human resources, and applying relevant Federal laws and acts to the personnel management process.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying the major personnel management processes.
- Explaining the effect of the organizational climate on human behavior and organizational effectiveness with respect to the Equal Employment Act.
- Evaluating organizational behavior in terms of justice, fairness, and consistency.
- Understanding the legal issues involved in human resources and the importance of consistent practices in dealing with all employees.
- Understanding the content and responsibilities of the Employee Retirement Income Security Act.
- Applying relevant Federal laws to the employment process.
- Understanding the content and responsibilities of the Occupational Safety and Health Act.
- Understanding the content and impact of the Fair Labor Standards and its amendments on compensation and fringe benefits within the organization.
- Articulating the importance of diversity management (domestically and internationally) in organizations.
- Understanding the evolution of law relating to the union movement as well as the law's changing emphasis.
- Identifying and discussing ethical issues in personnel management.
- Assessing how Compensation and Benefits impacts the organization and the employees.
- Understanding how benefits impact human resource management.
- Identifying and discussing problems of bias and cultural development.
- Describing effective diversity management programs and principles.
- Identifying the purpose of management and employee development programs.
- Assessing the impact of union membership on personnel management practices.
- Evaluating the purpose and importance of performance appraisals.
- Assessing the importance and means of retention.

BUSINESS ETHICS (BUSINESS ETHICS)

MGT4192

The course is designed to prepare the undergraduate student to identify and analyze ethical dilemmas commonly encountered in the workplace while evaluating and assessing one's own values and beliefs. Focus is placed on recognizing and resolving ethical dilemmas while learning ethical decision-making practices. Emphasis is placed on individual and corporate responsibility in making ethical decisions in the workplace.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Assessing his/her own values, attitudes, and beliefs as a member of the workforce.
- Discussing the nature of the corporation and its relationship to society.
- Explaining consumer rights and how business practices affect consumers.
- Understanding social responsibility and how business ethics is a part of social responsibility.
- Analyzing the impact that laws and regulations have on ethical decisions made in conducting a business.
- Discussing the impact of religion on ethical standards in the workplace and marketplace.
- Assessing ethical issues related to the use and structure of new technologies in the marketplace and workplace.
- Explaining the relationship between ethics and the achievement of quality objectives.
- Understanding the role of corporate leadership in establishing an environment conducive to ethical outcomes of business dilemmas.

UNDERGRADUATE

- Discussing the complexity of ethical decision making when companies conduct business in a foreign country.
- Discussing the historical development of business ethics, including the philosophical framework for making ethical decisions.
- Analyzing the development and impact of a professional and corporate Code of Ethics.
- Reviewing ethical theories and decision-making methodologies and applying them to business dilemmas.
- Understanding the values and beliefs held by stakeholders (employees, customers, suppliers, co-workers, etc.) may sometimes conflict with individual and corporate ethics.
- Analyzing specific ethical dilemmas, discussing resolving ethical concerns and the process of achieving ethical changes in the workplace.

NEGOTIATION SKILLS FOR MANAGERS (NEGOTIATION SKILLS)

MGT4193

This course presents skills for a variety of negotiating situations: managing contracts, implementing change, making sales purchases, settling organizational conflicts, planning strategies, and achieving credibility. The class prepares the student to understand different types of negotiations, how to strategically negotiate from a managerial and professional perspective and create value in the negotiating process..

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying negotiatory elements and discussing the reasons they are important to the process.
- Identifying and recognizing personal strengths and weaknesses which have an impact on the negotiating process.
- Exploring the various tactics used by negotiators.
- Analyzing why negotiations fail.
- Contrasting effective and ineffective teamwork in negotiations.
- Illustrating how to keep the negotiation on track.
- Analyzing the important elements of a complete, written, negotiated agreement.
- Understanding how to deal with other parties in various power positions.
- Distinguishing between distributive and integrative negotiations and its functions.
- Mastering and utilizing the language of negotiation and the importance of nonverbal communication.
- Preparing and constructing a logical plan of action based on the needs of each party.
- Understanding the value of the resistance and walk away points and how to utilize it effectively and eliminate emotions.
- Illustrating the importance of communication and personal presentation during negotiations.
- Illustrating how to effectively negotiate in an ethical manner.

BUSINESS ADMINISTRATION & POLICY (BUSINESS ADMIN & POLICY)

MGT4199

The course provides a survey of various forms of business ownership and considerations for running a business. Topics include aspects of business, management and leadership functions, analysis of various strategic policies and formulating successful operational planning. Discussions include challenges in the legal and regulatory environment, business ethics, and social responsibility. Emphasis is placed on the transitional business world.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Comparing policy and operational planning.
- Assessing the benefits and requirements for developing an effective managerial process, tactical, operational, and managerial approaches utilized in designing a company system.
- Identifying top management's requirements for effective policy development.
- Understanding the human tendencies and errors common to the planning process.
- Delineating an effective process for corporate performance measurement and evaluation.
- Designing control techniques for managing compliance to policies and goals.
- Assessing the role of various types of budgets in implementing strategy.
- Understanding the importance of ethics programs in the overall success of the firm.
- Understanding the essential responsibilities of running a business.
- Defining the process of formulating a business strategy and policies.
- Identifying and evaluating social restraints and constraints effecting policies and operational plans.
- Evaluating leadership roles in ethics, diversity, and sustainability.
- Understanding and implementing evidenced based management in decision making.
- Formulating an integrated plan for a change within a business or organization.
- Analyzing business administration dilemmas in case studies.
- Developing policies and procedures to support a specific business strategy.

OPERATIONS MANAGEMENT (OPERATIONS MANAGEMENT)

MGT4203

The course presents skills necessary for achieving a competitive advantage in both manufacturing and service industries. Topics include organizational design, customer service, setting strategic goals, and managing goods and services to both employees and customers.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing manufacturing and service operations management within industries.
- Describing theories governing the role of operations management within a business firm.
- Developing product and process operations strategies at the corporate and global level.
- Applying decision-making techniques to operations including forecasting and capacity planning.

UNDERGRADUATE

- Describing principles related to process versus product management functions.
- Determining the quality and accuracy of external source data used in forecasting techniques.
- Applying statistical process control methods to production forecasts and budgets.
- Developing capacity planning tools including methods to lower costs and improve profitability.
- Developing location analyses based on production demands derived from sales, warehouse and transportation requirements.
- Identifying principles, concepts, and techniques of operations as applied to sales, production, and distribution systems.
- Analyzing materials management and the impact of inventory systems on organizational operating performance and profitability.
- Defining strategies for innovative changes related to production and materials management including complex projects.
- Developing materials management programs related to service controls, customer service, and communication.
- Describing the logistics function in a supply-chain setting.
- Identifying Technological Issues in Operations Management.
- Identifying Operational Sustainability Requirements.
- Understanding how supply change management influences efficiency and productivity of operations and techniques to address supply change challenges.
- Evaluating solutions to address current trends in operations management.
- Understanding international management theories and how they can be applied anywhere in the world.

ESSENTIAL SOFT SKILLS (ESSENTIAL SOFT SKILLS)

MGT4350

Soft skills are essential for personal and professional success. This course explores the skills necessary to advance a professional career. It expands on academic training for hard skills and provides a foundation for soft skills expected of graduates entering the workforce. Career-building skills such as communication, team building, time management, conflict resolution, adaptability, critical thinking, work ethic, problem-solving, leadership, and emotional intelligence are explored and practiced.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Developing a career plan.
- Creating a plan to develop a personal brand.
- Identifying ways in which emotional intelligence helps people learn and grow.
- Demonstrating effective verbal, non-verbal, and written communication techniques focused on the audience.
- Understanding basic professional etiquette.
- Explaining practices that promote inclusivity and cross-culture understanding.
- Identifying methods for building successful and productive teams.
- Understanding how leadership styles can drive desired outcomes.
- Demonstrating the steps that lead to successful decision making.
- Explaining strategies to use in negotiations.
- Developing a strategy for time management skills.
- Demonstrating techniques for conflict management and resolution.
- Identifying strategies and methods for adaptability skills in the workplace.
- Explaining and demonstrating critical thinking skills for problem solving.

PROJECT MANAGEMENT FOUNDATIONS (PROJ MGMT FOUNDATIONS)

MGT4495

This course presents the essential skills and activities associated with managing complex projects within modern organizations. Topics include the history of project management, the project management lifecycle, project management knowledge areas, and project management processes. Students explore case studies of project success and failures and are introduced to the project management body of knowledge.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding and discussing ethical decision making and moral leadership in project management.
- Understanding the history of project management and its value within organizations.
- Discussing the Standard for Project Management and the purpose of the PMBOK® Guide.
- Understanding the values of project value delivery.
- Understanding the principles of project value delivery.
- Defining projects as systems for value delivery.
- Discussing project performance domains.
- Understanding project tailoring and project life cycle development.
- Understanding project development models (predictive, adaptive, hybrid).
- Discussing Project Performance Domains integration across the project lifecycles.
- Understanding project management methods and artifacts.
- Understanding project management ethics and ethical decision making.
- Understanding the decision-making processes in project management.
- Discussing project lifecycle models and product lifecycle relationships.

PROJECT PRINCIPLES AND TEAM PERFORMANCE (PRO PRINCIPL/TEAM PERFRM) (FORMERLY ROLE OF THE PROJECT MANAGER & RESOURCE MANAGEMENT)

MGT4497

UNDERGRADUATE

This course presents the critical role of the project management principles in the guidance of the project management team and achievement of project and organization objectives. The course focuses on interrelated domains that focus on the activities necessary for team development and leadership necessary to foster an environment and culture of high performance in project organizations. The course adds new concepts and methods to those learned in previous project management courses and integrates and expands the topics of project principles and team performance using case studies, exercises, and real-world experiences.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Applying ethical decision making and moral leadership in the application of project principles and team performance.
- Discussing the principles of project management.
- Defining project management and the role of project leadership.
- Understanding the role of the project leadership in engaging stakeholders.
- Understanding and developing a collaborative team environment.
- Discussing the importance of the project team as key project stakeholders.
- Understanding and applying core leadership behaviors.
- Discussing project adaptability, resiliency and embracing change in team performance.
- Developing project team composition, structure and communications.
- Understanding and establishing key team performance metrics.
- Discussing project models, methods and artifacts and the application of project principles and team performance and leadership.

PROJECT PLANNING, WORK & DELIVERY

MGT4501

(PROJ PLAN/WORK & DELIVER)

(FORMERLY MGT4501 PROJECT SCOPE & QUALITY MANAGEMENT)

The course presents an overview of the project Work, Planning, and Delivery domains and their importance to the organization. Students in this course explore the activities and functions of project planning work, and delivery associated with predictive, adaptive, and hybrid project life cycles. The course adds new concepts and methods to those learned in previous project management courses and integrates and expands the topics of project planning, work, and delivery domains using case studies, exercises, and real-world experiences.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding and discussing ethical decision making and moral leadership in project planning, work, and delivery.
- Understanding the nature of project complexity and delivery management and the integration of the functions of project delivery within the organization.
- Defining project life cycles and the usage of adaptive, predictive and hybrid projects development approaches.
- Understanding how to measure project progress and to respond to sub-optimal results.
- Using the various project management tools, the benefits delivered, and when the tools should be applied within the planning, work, and delivery domains.
- Discussing project planning as a function for the progression of projects in an organized, coordinated and deliberate manner.
- Understanding project work as the processes for performing the work to enable the delivery of expected project deliverables and outcomes.
- Discussing project delivery as the processes for meeting requirements, scope, and quality expectations that drive intended project outcomes.
- Discussing the role and expectations of project stakeholders in project planning, work, and delivery.
- Understanding and discussing activities and functions of project planning, work, and delivery associated with predictive, adaptive, and hybrid project life cycles.

PROJECT BUDGETING & PROCUREMENT

MGT4502

(PROJ BUDGET & PROCUREMENT)

(FORMERLY MGT4502 PROJECT COST & CONTRACT PROCUREMENT)

The course covers a broad range of cost related uses, ranging from basic budgeting to cost estimating to capital budgeting. It also covers the basic contract and procurement principles as applied in predictive, adaptive, and hybrid project lifecycle models. The course adds new concepts and methods to those learned in previous project management courses and integrates and expands the topics of project budgeting and procurement using case studies, exercises, and real-world experiences.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Applying ethical decision making and moral leadership in project budgeting and procurement.
- Defining and discussing project budgeting and estimating to determine project costs.
- Defining and discussing the various terms that are integral to project budgeting and procurement.
- Understanding the differences between fixed costs and variable costs and how they impact a project's execution and success.
- Understanding and applying earned value methods and tools to measure project performance and performance forecasting.
- Understanding procurement processes and methods including the bid process and seller contracting.
- Discussing how to analyze and facilitate "make" versus "buy" decisions.
- Discussing the benefits of and the differences between centralized and decentralized procurement.
- Understanding agreements and contract types including fixed price, cost reimbursable and time and materials.
- Understanding the establishment of effective measures, including objectives and key performance indicators.
- Understanding business and stakeholder value and applicable measurements.
- Understanding, applying, and presenting budget and cost information, including dashboards, and other information radiators.

UNDERGRADUATE

PROJECT UNCERTAINTY & VALUE DELIVERY **(PROJ UNCERTAINTY & VALUE)** **(FORMERLY MGT4503 PROJECT RISK & SCHEDULE MANAGEMENT)**

MGT4503

The course presents the core components within the project uncertainty and delivery domains. Topics include managing uncertainty, risk, and change, as well as the delivery of project value. The course adds new concepts and methods to those learned in previous project management courses and integrates and expands the topics of project uncertainty and value delivery using case studies, exercises, and real-world experiences

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing ethical decision making and moral leadership in the project uncertainty and delivery domains.
- Defining and discussing the uncertainty and delivery management processes.
- Distinguishing among and identifying various types of uncertainty.
- Understanding uncertainty management techniques.
- Discussing, quantifying and prioritizing uncertainty affecting the likely outcomes of a project.
- Understanding methods and tools to manage project uncertainty, ambiguity, complexity, and volatility.
- Discussing techniques to implement and monitor an ongoing schedule control process for the purpose of responding to unplanned changes.
- Understanding methods for performance measurement within the delivery domain including adaptive, predictive and hybrid models.
- Understanding key approaches to manage key project outcomes.
- Understanding and developing project estimation tools and techniques.
- Understanding and developing project delivery tools and techniques.

PROJECT STAKEHOLDER ENGAGEMENT & COMMUNICATIONS **(PROJ STKHLDR ENGAGE/COMM)** **(FORMERLY MGT4504 PROJECT STAKEHOLDER & COMMUNICATIONS MANAGEMENT)**

MGT4504

The course addresses the concepts, theories, procedures, and methods involved within the Project Stakeholder Domain with an emphasis on stakeholder communications and engagement. Students in this course identify, evaluate, and apply project management approaches, processes, tools, and techniques within the Stakeholder Performance Domain.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding and discussing ethical decision making and moral leadership in project stakeholder engagement and communications.
- Understanding organizational structures and its impact on manager-employee relationships, in relation to key project management principles and domains.
- Understanding and discussing the roles and responsibilities of the project manager, project team and project stakeholders.
- Discussing the power, impact, and influence of project stakeholders.
- Understanding the impact of conflict including the various conflict mitigation techniques and methods available for project stakeholders.
- Understanding and applying motivation models including Maslow, Herzberg and McGregor's theories and applications for effective project delivery.
- Understanding and applying core components of the communication process and channels in relation to the project team and project stakeholders.
- Discussing the impact of organizational culture and its impact on project communications and stakeholder engagement.
- Understanding the importance of stakeholder/customer feedback in relation to project outcomes.
- Discussing the impact of ethical decisions as related to stakeholder and communications engagement.
- Discussing the development and implementation of an effective project communications plan.

MANAGING VIRTUAL TEAMS **(MANAGE VIRTUAL TEAMS)** **(FORMERLY MGT4620 TEAMS & TECHNOLOGY)**

MGT4620

This course provides students the skills necessary to form and manage a virtual team. The course will explore the history of teamwork as well as the history of virtual teams. Students will investigate essential skills and activities associated with managing teams. Students will also explore the essential technologies associated with managing virtual teams. Topics include the history of teams, the advantages of a virtual team, trust in teams, networking and technology, managing time in the virtual workplace, ethical considerations in virtual teams, thinking and learning in virtual teams, organizational culture limitations, and how to ensure virtual team success.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the role of virtual teams in organizations.
- Defining the difference between traditional face-to-face teams versus virtual teams.
- Understanding how to form a virtual team.
- Discussing how to set up a virtual workspace.
- Defining team trust.
- Understanding how personality type affects team communication.
- Understanding the need to manage virtual team technology efficiently.
- Defining working together and working apart.
- Understanding the issues of privacy and respect.
- Understanding ethics within a virtual team.
- Discussing tools for learning online.
- Understanding external and internal boundaries of a virtual team.
- Defining team member cooperation and authority.

UNDERGRADUATE

- Understanding the need for relationship building within virtual teams.
- Understanding the importance of effective communication within virtual teams.
- Understanding individual team member skills and how they affect the team.

CONTEMPORARY MANAGEMENT ISSUES (CONTEMPORARY MGMT ISSUES)

MGT4650

This course provides students an in-depth exposure to the skills necessary to manage an organization in today's rapidly changing marketplace. The course will explore the general history and theory of the field of management. After reviewing the theories and foundations of the management field, students will investigate and discuss the changes and challenges in today's global marketplace. A variety of crucial management skills will be addressed. Course topics include the history and theory of management, managing differences, personality type, Emotional IQ, motivation and appreciation in the workplace, contemporary management challenges, ethical considerations in management, how to manage rapidly changing technologies, relationship building, and managing using strength.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the role of the manager within the organization.
- Understanding how changes in the economy affect managers.
- Defining the importance of being able to adapt to today's workplace challenges by creating an adaptive management style.
- Understanding how utilizing strengths can be a powerful management tool
- Discussing how being able to work with different personalities can be an asset to a manager
- Exploring gender differences and the need to adapt managerial approaches to those differences.
- Understanding how to conceptualize organizational needs in relation to change.
- Understanding how working with Emotional IQ can be a powerful management tool.
- Understanding how to motivate and appreciate employees.
- Understanding diversity within the workplace and how it affects managerial decision making.
- Understanding ethics.
- Understanding the challenges of the entitled worker.
- Understanding the challenges of the unmotivated worker.
- Understanding the challenges of the overworked employee.

EXECUTIVE LEADERSHIP (EXECUTIVE LEADERSHIP)

MGT4670

The course provides students the skills necessary to lead an organization at the executive level in today's rapidly changing marketplace. The course will explore the general theories of leadership applied specifically to the executive level. After exploring the theories and foundations of executive leadership, students will investigate and discuss the changes and challenges in executive leadership. A variety of crucial leadership skills and techniques will be addressed. Topics include the history and various theories of leadership, the uniqueness of executive leadership, knowledge management, Emotional IQ, international and culturally diverse aspects of executive leadership, negotiation skills, governance and the board of directors relationship, and leadership development and succession.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the history and theories of leadership and their value within the organization.
- Understanding the role of executive leadership within the organization.
- Defining the importance of social responsibility in today's marketplace.
- Determining how being able to work with basic personality types can be an asset to an executive.
- Understanding basic gender differences in executive leadership.
- Discussing techniques essential to negotiation at the executive level.
- Understanding how knowledge management impacts the executive level of an organization.
- Understanding how working with Emotional IQ can be a powerful management tool.
- Understanding the nature and value of internationally diverse executive leadership.
- Understanding the nature and value of culturally diverse executive leadership.
- Defining the impact of ethics at the executive level.
- Understanding the executive role and relationship to the board of directors.
- Determining the components of a hostile work environment.
- Understanding the need for relationship building within the organization.
- Understanding how to motivate and empower employees.
- Recognizing basic issues associated with leadership development and succession.

MANAGING THE GENERATIONS (MANAGING GENERATIONS)

MGT4690

This course explores the new economic, social and political reality of the multi-generational workplace. The primary objective of this course is to help students analyze today's workplace and the major generational differences effecting organizations. Students will learn about the unique attributes of each generation in the workplace. Emphasis will be placed on the development of effective communication, conflict resolution and management skills that are needed to maximize efficiency, harmony and success in the workplace..

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining the differences and similarities between generations and understanding the meaning and importance of generational cohorts.
- Examining the attributes and preferred work style of each generation in the workplace.

UNDERGRADUATE

- Examining the history, theory and management of the multi-generational workplace.
- Finding the elements that enhance the employer/employee “psychological contract” for each generation.
- Comparing and contrasting global generational cohorts to the United States generational cohorts.
- Explaining the cross-generational workplace and potential organizational effects for today’s marketplace.
- Understanding the meaning of generational events and significance of those events.
- Summarizing the role of a generational cusper and identifying signposts.
- Managing generational conflict and developing organizational interventions.
- Illustrating the importance of effective communication among the various generations currently in the workplace.
- Recommending where and how mixed generations can work well together.
- Diagnosing the potential solutions for bridging the generational gaps.
- Defending the unique work ethics and ethical behavior of each generation.
- Recommending effective ways to manage and motivate different generations.
- Discussing current best practices on how to manage and bridge generation gaps in the workplace.
- Predicting organizational implications for a cross generational future.
- Developing an action plan for working with each generation in the workplace.

CRITICAL THINKING (CRITICAL THINKING)

MGT4720

Critical thinking is among the most significant and practical tools for any individual, regardless of career status or life objectives. Philosophy is indeed the foundation of critical thinking, and a grasp of certain philosophical principles is essential to the most basic levels of logic, problem analysis, decision making, and creativity. In the areas of leadership and business it is imperative that critical thinking is the foundation that undergirds sound decision making and policy. This course will explore business related critical thought in the following ways: the concept of ‘thinking,’ perceptions, constructing knowledge, forming and applying concepts, relationships and organizing, morals, arguments, and reasoning.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Correctly employing a range of terminology related to thinking.
- Identifying the key elements of structured logic, deductive, and inductive reasoning.
- Recognizing the difference between valid and invalid arguments as compared to true and false propositions.
- Discussing contemporary theories of morality stemming from critical thinking.
- Demonstrate solving complex business problems using critical thinking.
- Developing criteria for evaluating, clarifying, and expressing beliefs, theories, methods, and conflicting issues.
- Describing fundamental aspects to critical thinking, such as perceiving and believing.
- Identifying how believing and knowing lead to knowledge construction.
- Recognizing and explaining the power of language and thought in business interactions.
- Applying knowledge of critical thinking to strategies and conceptual models.
- Linking and synthesizing the principles of critical thinking to organizational structures and employment relationships.
- Applying research, writing skills, and resource documentation to critical thinking.
- Understanding and applying reasoning as a critical thinker.

SERVANT LEADERSHIP (SERVANT LEADERSHIP)

MGT4750

The course involves defining and understanding Servant Leadership in various business settings. Based on that platform, the student will learn how to develop a personal sense of purpose, mission, and vision, as well as the skills and personal traits that will attract and motivate followers. The classic work of Robert Greenleaf will be the foundational text for this course. The Leadership Experience by Jim Kouzes and Barry Posner will provide an application of Servant Leadership in five key areas: leadership modeling, vision sharing, innovation and change, enabling others, and encouraging the heart of followers.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Explaining how Robert Greenleaf’s work and personality led him to be a student of institutions.
- Identifying an expanded list of personal traits and methods that fit the Servant Leadership model and have proved valuable in various types of organizations.
- Identifying the principle of Servant Leadership in various business management settings.
- Identifying the concept of leadership modeling and its impact in the business setting.
- Analyzing how sharing business vision in the organization can transform both individuals and organizations.
- Analyzing servant leadership applied to organizational processes and innovations.
- Recognizing and describing the uniqueness of servant leaders role in empowering employees.
- Identifying and explaining encouragement as a key function of Servant Leadership.
- Connecting the concept of Non-Anxious Presence to Servant Leadership.
- Explaining the use of the term citizenship with regard to employees assuming responsibility for defining goals, self-motivation, and quality maintenance.
- Applying Servant Leadership in the student’s personal and/or professional life.
- Identifying and describing a number of successful organizations whose leaders have exemplified the principles of Servant Leadership.

ENTREPRENEURSHIP IMPLEMENTATION (ENTREPRENEURSHIP IMPLEMENT)

MGT4755

UNDERGRADUATE

This course is the Capstone course for the BBA in Entrepreneurship. The course provides the student with an overview and framework for understanding entrepreneurship, as well as an introduction to strategies that support launching a small business venture. A primary goal for this course is to enable the student to develop a basic business plan at the executive summary level and to gain the knowledge needed to implement this plan.

PREREQUISITE: Prior to enrollment in MGT4755, students must meet the following requirement: All Business Core and Entrepreneurship Concentration coursework completed.

Business Core: 24 Hours

Accounting Principles (ACC2111, 2112)
Economics Principles (ECO2131, 2132)
Finance (3000/4000 level) (FIN)
Marketing (3000/4000 level) (MKT)
BUS3101 Business Law
BUS3104 Statistical Analysis I

Entrepreneurship Concentration: 21 Hours

MGT4192 Business Ethics
BUS4425 Entrepreneurship
BUS3310 Competitive Business Analysis
MGT4174 Personnel Management
BUS3305 Management Fundamentals

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying and evaluating influential literature relevant to entrepreneurship.
- Synthesizing and applying universal ethical principles to entrepreneurship in modern organizations.
- Identifying, evaluating, and applying entrepreneurship principles and techniques within the context of the modern organization.
- Understanding the various legal implications of small business planning.
- Discussing the importance of entrepreneurship and the global environment.
- Understanding how to create and build a small business that prioritizes entrepreneurial success in the decision-making process.
- Analyzing, evaluating, and applying stakeholders' feedback to prioritize and improve future entrepreneurship applications.
- Analyzing, evaluating and applying entrepreneurship best practices for effective and informed decision-making in a small business environment.
- Discussing the importance of the role of a leader executing entrepreneurship plans.
- Identifying and applying appropriate entrepreneurship tools and techniques related to franchising and hybrids.
- Discussing the importance of leveraging an entrepreneurial competitive advantage to better enable small business enterprises to understand competition among firms and industries.
- Discussing the future of entrepreneurship concepts and successful marketing strategies for entrepreneurs.
- Identifying, evaluating, and applying knowledge of capital resources needed by entrepreneurs.
- Understanding the relationship of competitive dynamics and marketplace success in entrepreneurship.

COMPUTER CONCEPTS & INTERNET TECHNOLOGIES (COMPUTER CONCEPTS/INTERNET)

MIS2110

The course presents activities that validate successful use of personal computers in a telecommunications-learning environment. The course emphasizes a basic knowledge of computer history, hardware, software, and the practical application of technologies. Skills gained are essential for advanced on-line learning.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Demonstrating a working vocabulary of personal computer hardware and basic Internet terms.
- Identifying and discussing the internal components of the personal computer.
- Describing the various operating systems of the personal computer.
- Demonstrating the ability to communicate via the Internet using e-mail.
- Demonstrating the ability to manage file attachments to Internet e-mail.
- Demonstrating the ability to investigate and evaluate specific systems available for accessing the Internet in a given location.
- Demonstrating the ability to do research via the Internet and applying research skills in reporting.
- Demonstrating the ability to apply basic OS skills relative to general file management on a personal computer.
- Discussing the meaning and merits of a computer *firewall* and cybersecurity.
- Demonstrating a working knowledge of the Windows and DOS operating systems.
- Performing file management functions used in the daily operations of personal computers.
- Discussing how to select personal computer software and hardware.
- Discussing how to service and maintain personal computers.
- Identifying communications software, hardware, and services available for personal computers.
- Discussing networking of personal computers.
- Evaluating the latest peripherals available for personal computers.
- Describing the latest advancements in personal computer technology.
- Discussing how to apply personal computer technology and applications in a work environment.

UNDERGRADUATE

EMERGING TECHNOLOGIES (EMERGING TECHNOLOGIES)

MIS4322

Emerging Technologies is a research-oriented course designed to guide the learner toward a greater appreciation and understanding of newly developing products and concepts that will have an impact on business. Topics include emerging products, investigation of emerging products, discussion of trends, and anticipation of future products.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the difference between an emerging technological product and a technological concept.
- Initiating an independent investigation of a product.
- Initiating independent research into a technological concept.
- Identifying the technological strengths and weaknesses of an identified product and of an emerging technological concept.
- Developing an in-depth technological overview report of a product.
- Reviewing literature relevant to advancing technologies and identifying trends that will result in new products.
- Grouping and interpreting emerging technologies for work opportunities/applications.
- Identifying or suggesting new products logically derived from emerging products.
- Discussing how emerging technological concepts breed technological products.
- Discussing how emerging products breed new technological concepts.
- Designing a new product logically derived from newly introduced technological concepts.
- Selecting an emerging technological concept and suggesting future emerging products logically derived from the concept.
- Selecting technological products and theorizing on anticipated emerging concepts.
- Discussing the practical and theoretical strengths and weaknesses in forecasting product development based on technological concepts.
- Identifying the practical and logical limits/parameters present in discussing emerging technologies.

MARKETING FUNDAMENTALS (MARKETING FUNDAMENTALS) (FORMERLY MKT3151 MARKETING)

MKT3151

The course explores how for-profit and non-profit organizations create, identify value, communicate and deliver products and services using traditional and digital methods. Topics include the marketing mix (product, price, promotion, distribution), segmentation and targeting research, strategy and planning, customer behavior and ethics in marketing.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Explaining the role of marketing in our economy and society.
- Identifying the environmental issues and factors affecting a company's marketing activities.
- Describing how cultural, social and psychological factors influence consumer decision-making processes.
- Discussing how demand estimates for products and services are derived.
- Assessing marketing opportunities and problems.
- Explaining how firms segment markets and select target markets.
- Describing the new product planning process.
- Discussing the relationship between a product's life cycle stage and the strategies used to promote, price, and distribute the product.
- Explaining how firms establish process for goods and services.
- Understanding the factors affecting a company's distribution strategy.
- Describing how promotional programs can effectively integrate advertising, personal selling, sales promotion, and publicity.
- Discussing the impact of digital technologies and data on marketing approaches and techniques.
- Evaluating company marketing strategies.
- Describing the role of marketing research in developing marketing strategies.
- Identifying ethical issues in the practice of marketing.

DIGITAL MARKETING FOUNDATIONS (DIGITAL MRKT FOUNDATIONS)

MKT4260

Digital Marketing Foundations is an introductory course to the field of digital marketing. The course is designed for business and/or marketing students looking to develop competencies in the emerging and expanding field of digital marketing. The course will provide the student with an overview and framework for understanding digital marketing principles, methods, and best practices. The course focuses on the theories, strategies, tools, methods, and applications that comprise the field of digital marketing. Course topics include the increased use of digital business in today's climate, strategies of connecting with digital consumers, eCommerce, online consumer behavior, SEO/SEM, and email marketing. Students in this course will review scholarly and expert-provided literature and supplemental material to enable them to understand and implement digital marketing in the current and anticipated future business environment.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying and evaluating influential literature relevant to Digital Marketing topics.
- Synthesizing and applying practical applications of digital marketing techniques and methods.
- Identifying and evaluating digital marketing best practices in modern organizational strategies and challenges.
- Understanding the digital marketing advertising methods to include email, web site, SEO/SEM, social media, mobile apps and media.
- Discussing the implications of ethics and legal considerations in digital marketing strategy.
- Examining the various theories of online consumer behavior.

UNDERGRADUATE

- Understanding management and strategic planning principles as they relate to the digital scope of marketing.
- Examining the impact of modernization and transformation caused by digital technology on modern business organizations.
- Developing critical and strategic thinking skills in the field of digital marketing.
- Analyzing, evaluating, and applying digital marketing strategies centered around customer segmentation and targeted marketing.

eCOMMERCE & WEB ANALYSIS (eCOMMERCE & WEB ANALYSIS)

MKT4270

This course, E-Commerce & Web Analysis, deals with the emerging field of electronic commerce. The emphasis of the course is to examine the field of e-commerce as a whole while tying in key business functions of operations, marketing, supply chain, and finance that support this digital business model. The course covers economic and technological foundations, infrastructure, and the main technologies employed, as well as the various business strategies being used for electronic commerce (both business-to-consumer and business-to-business).

This course also examines e-commerce web analytics and how this function provides performance measurement to web site design, web site marketing, and online user experience strategies. The focus will be on establishing the right metrics to measure the effectiveness of competitiveness, customer acquisition and retention efforts, as well as other key strategic objectives of an eCommerce channel. The course also offers the opportunity for students to get hands-on web analytics training and certification with Google Analytics & Google Academy, offered free for the students. <https://analytics.google.com/analytics/academy/>

In addition to assessing the skill, principles, and framework of e-commerce operations, marketing and strategy, this course will provide a theoretical grasp of the online marketplace taking place in the current environment of online consumer behavior, including external factors facing the industry. This course will equip students with foundational and critical thinking skills centered around how to compete and strategize in this emerging digital business model.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Examining the various dynamics in the e-commerce industry that affect digital strategy.
- Understanding e-commerce web site methods, design, and customer experiences.
- Evaluating digital business market opportunities and competitive advantages in e-commerce.
- Defining best practices in various business discipline functions and value chain that support ecommerce, including finance, supply chain, operations, marketing, customer service, and others.
- Discussing the framework of e-commerce strategy planning and execution.
- Examining the role of online customer behavior in e-commerce strategy.
- Demonstrating an understanding of how ecommerce fits into overall organizational strategy.

DIGITAL ADVERTISING AND NEW MEDIA (DIGIT ADVERT & NEW MEDIA)

MKT4280

This course, Digital Advertising & New Media, focuses on the fundamental principles and concepts of digital media planning, buying, and advertising strategy. This course is ideal for any business or marketing student looking to further expand their acumen in digital marketing with a specific focus on media channels and strategies. The course will provide the student with an overview and framework for understanding digital media and advertising principles, methods, and best practices.

This course focuses on the principles of each digital media channel, leading to the formation of a media plan, starting with the larger context in which media planning occurs, including a fundamental comprehension of managing advertising budgets and targeting audiences. Concepts and calculations as components of advertising budgets are examined in this course, focusing on identifying the right media channel for the right audience at the right time. Also, this course examines the critical digital media campaigns focused on owned, earned, and paid media strategies.

Through analysis, assessment, and building a strategic media plan, students will be able to distinguish how to choose between traditional versus digital media channels, and support overall corporate goals through digital advertising methods and tactics.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying and evaluating influential literature relevant to Digital Advertising & New Media topics.
- Synthesizing and applying practical applications of digital advertising and new media planning methods.
- Identifying, evaluating, and applying digital advertising and new media best practices in modern organizational strategies and challenges.
- Understanding and distinguishing the digital media types to include paid, owned, and earned media strategies.
- Discussing the framework of new media planning, buying and implementation.
- Defining the role of customer segmentation and target audience analysis in digital advertising and new media planning.
- Composing a strategic digital media plan in a real-world marketing challenge.
- Understanding the role of digital media in the overall context of digital marketing strategy.

PRACTICAL MATH APPLICATIONS (PRACT MATH APPLICATIONS)

MAT1016

This course presents a variety of practical time-tested mathematical principles and procedures for enhanced problem solving. Practical applications to real-life situations include reading comprehension, arithmetic, algebra, probability, and statistical endeavors leading to personal improvement, vocational support, and enhanced achievement strategies.

UNDERGRADUATE

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Developing a general problem-solving methodology.
- Deducing from general to specific analysis and problem-solving techniques.
- Inducing from part to whole.
- Designing a formula for a given situation.
- Graphing on a coordinate system.
- Employing technology and calculators to solve problems.
- Determining the probability of an event.
- Calculating measures of central tendency.
- Interpreting measures of variation.
- Analyzing data using the standard normal distribution.
- Solving a variety of applied financial investment problems.
- Using linear equations and inequalities to model everyday situations.
- Calculating perimeter, area, and volume.
- Utilizing the concept and application of various functions.
- Expressing analytical thinking, orally and in writing, and applying that knowledge to other disciplines and to real-world situations.

QUANTITATIVE METHODS (QUANTITATIVE METHODS)

MAT1024

This course presents a review of various practical time-tested mathematical principles and procedures important to business, economics, accounting, management, and finance. Topics and applications to real-life situations include functions, linear programming, matrices, limits, derivatives, and integrals. Goals are personal improvement, vocational support, and enhanced overall academic success.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Solving systems of equations.
- Utilizing linear, quadratic, exponential and logarithmic functions.
- Designing linear functions for business operations.
- Graphically analyzing linear programming problems.
- Maximizing and minimizing linear systems.
- Utilizing laws of linear algebra for problem solving.
- Performing mathematical operations on matrices.
- Examining the simplex algorithm in linear programming problems.
- Developing the limit of a function graphically and analytically.
- Interpreting the derivative in various formats.
- Utilizing various derivative formulas.
- Examining maxima and minima with derivatives.
- Determining marginal analysis in business and economics.
- Solving optimization problems.
- Computing anti-derivative, indefinite, and definite integral.
- Employing various techniques of integration.
- Calculating the area under a curve.
- Modeling the definite integral to business problems.
- Expressing analytical thinking, orally and in writing, and applying that knowledge to other disciplines and to real-world situations.

PERSPECTIVES ON DEATH/DYING (PERSPECTIVES:DEATH/DYING)

PSY3735

The course surveys current American practices with regard to the psychosocial phenomena of death and dying. Both research and experiential data are used to examine the nature of our behavioral responses to the phenomena. Attention is specifically given to ethical concerns and to providing significant resources to the student to cope with this traumatic life event.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing the practices related to death and dying within various cultures, with particular emphasis upon the United States.
- Identifying stereotypical relationships established between aging and dying.
- Analyzing the societal attitudes toward controversial issues, such as euthanasia, selling of organs, and organ donation list.
- Exploring the responses of family, co-workers, and friends to a dying person.
- Analyzing, comparing, and contrasting the psychological and philosophical foundations for dying found in the predominant literature and media of the past and present.
- Examining the interrelationship between the process of living and dying.
- Analyzing public policies and practices related to issues of dying.
- Comparing and contrasting healthy and unhealthy grieving.
- Focusing on issues of dying and grieving specific to cases of suicide.
- Examining the relationship among selected demographics such as age, gender, religious preference, educational level and one's expressed death anxiety.
- Identifying sources of information for use by one's self, professionals and the public who are addressing issues of death and dying of others.
- Exploring areas of thanatology that require further research.

UNDERGRADUATE

- Identifying the different cultural and religious perspectives on the meaning of death.
- Defining and explaining near-death experiences.
- Identifying the list of tasks that have to be completed from the point someone dies until the funeral or the burial/cremation i.e. calling a funeral home, calling employer, calling relatives and friends, planning funeral if not pre-planned, death certificates, picking music, choosing a casket and/or method of burial, buy headstone, write obituary, etc.
- Identifying and understanding the importance of the documents one needs to have completed early in life so one's wishes are known as one is dying and when one dies i.e. living will, will, life insurance, pre-planned funeral, etc.
- Analyzing information from headstones in cemeteries in order to understand that there are cultural and sociological factors and historical events that can be determined about individuals, families, and communities from different periods in history
- Defining and explaining what people consider to be a "good death".

THE LIFE & TEACHINGS OF JESUS (LIFE/TEACHINGS OF JESUS)

REL2032

The course presents a survey of the life and ministry of Jesus Christ as presented in the four gospels (Matthew, Mark, Luke, and John), including historical, political, social, and religious context.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing key elements of the Greco-Roman backgrounds of the New Testament, including Roman presence and influence during the life of Jesus.
- Identifying various religious and political groups in first century Judaism, including the Sadducees, Pharisees, Zealots, Herodians, Essenes, and the Sanhedrin.
- Identifying specific styles, themes, and content of each of the Gospels.
- Explaining the religious and political significance of Messiah in first century Judaism.
- Correlating the two genealogies in Matthew and Luke.
- Comparing and explaining variations among Gospel parallels.
- Discussing the birth and childhood of Jesus and John the Baptist.
- Describing the prophetic ministry of John the Baptist and its correlation with the beginning of the public ministry of Jesus.
- Grappling with the meaning and implications of the stories of Jesus' temptation by Satan in the wilderness.
- Analyzing unique encounters with people, such as the woman at the well of Sychar.
- Tracing the three stages of the great Galilean ministry of Jesus.
- Describing the calling and special training of the Twelve disciples in Galilee.
- Tracing the later Judean Ministry, the Perea Ministry, and the last public ministry of Jesus in Jerusalem.
- Describing the arrest, trial, crucifixion, and burial of Jesus.
- Describing the resurrection, numerous appearances, and the ascension of Christ.
- Understanding the substance and meaning of select parables of Jesus.
- Discussing the Sermon on the Mount with special attention to the Beatitudes, the influence and responsibility of discipleship, the meaning of prayer, and the Golden Rule.
- Discussing the purpose and value of the signs and miracles of Jesus.
- Discussing the broad implications of the ministry of Jesus and the gospel message to the nations of the world.
- Explaining prophecy as a means of identifying Jesus as Messiah.
- Discussing the pre-existence of the son of God and the concept of Incarnation in the person of Jesus of Nazareth.

JOURNEYS OF PAUL (JOURNEYS OF PAUL) (FORMERLY REL2034)

REL3034

The course is an introduction to the Apostle Paul as described in the New Testament book called Acts, including his background, conversion experience, introduction to the Jerusalem church leaders, missionary journeys, core message, and insights from select epistles.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the personal background of Saul of Tarsus, both as a Jew and as a Roman citizen.
- Discussing the details and implications of Saul's conversion experience.
- Tracing significant events and places in Paul's first mission journey.
- Analyzing the significance of the Jerusalem Council as recorded in Acts 15.
- Comparing Paul's reflections on the Jerusalem council in his Epistle to the Galatians.
- Explaining Paul's theology of the Gospel of Jesus Christ, in contrast with the Law of Moses.
- Identifying co-workers in Paul's ministry, especially Barnabas, Silas, John Mark, Luke, Timothy, Priscilla and Aquila, and Apollos.
- Tracing key places and events in Paul's second journey.
- Describing the significance of ancient cities where Paul established churches such as Ephesus, Corinth, Thessalonica, and Athens.
- Identifying the Gallio Inscription and explaining its significance in dating events in the first century church and the ministry of Paul.
- Tracing key places and events in Paul's third journey.
- Describing the events leading up to Paul's arrest and his voyage to Rome.
- Discussing the impact of Paul's work and theology on the development of Christianity.
- Engaging the debate as to whether Paul made a complete break with Judaism, or simply refrained from imposing Jewish customs upon Gentile Christians.
- Assessing possible dates and places of writing of various epistles, especially the so-called Prison Epistles.
- Noting and weighing reasons for challenging Pauline authorship of the Pastoral Epistles.

THE GOSPEL OF JOHN **(THE GOSPEL OF JOHN)**

REL3821

The course presents a study of the life and teachings of Jesus Christ as revealed in the fourth Gospel, called the Gospel of John.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the theological motive of the Gospel of John.
- Discovering evidences for the historicity and authorship of the Gospel of John.
- Discussing the historical background and theme of the Gospel of John.
- Characterizing the uniqueness of the Gospel of John from three other Gospels known as the Synoptics.
- Identifying the Pharisees, Sadducees, Essenes, and Gnostics.
- Tracing the development of opposition to Jesus and his teachings that led to his arrest, trial, and execution.
- Discussing the theology of the Gospel of John relevant to human suffering.
- Discussing the miracles of Jesus presented by the Gospel of John, including their purpose and results.
- Describing the climax of opposition to the Christ and the results.
- Understanding the theology of the claims of Christ.
- Understanding the significance of the new birth.
- Describing the evidence of the bodily resurrection of Jesus in the Gospel of John and its importance for Christians today.
- Comprehending the revolutionary nature of the person and work of Jesus as revealed in the Gospel of John and, especially, as it relates to Him as Savior of the world.
- Determining a practical application of Jesus' High Priestly prayer.
- Discussing the Holy Spirit as guide, comforter and revealer.
- Understanding the meaning of the "I AM" pronouncements by Jesus.
- Understanding the Old Testament background of the Gospel of John.
- Understanding the Old Testament prophecies fulfilled in the Gospel of John.

FAMILY RELATIONS **(FAMILY RELATIONS)**

REL3851

The course involves a study of contemporary family life from a Christian perspective and presents psychological and behavioral principles that are essential in building and maintaining healthy family relationships.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the value of Christian principles in building healthy family relations.
- Identifying basic human needs from a Christian perspective.
- Understanding the deepest meaning of love as illustrated by biblical images of divine love.
- Discussing the family as a system, including family systems theory, and the traits of both dysfunctional and functional families.
- Describing factors that influence mate selection.
- Understanding the nature of marriage from a Christian perspective and the value of covenant to help maintain a healthy and lasting marriage.
- Discussing the role of communication in the home.
- Understanding healthy conflict resolution in the home.
- Discussing the concepts of sex and healthy sexuality in the home.
- Describing the role of parents and children in the home, based on Christian principles.
- Discussing adolescence as well as common problems including alcohol, drugs, sex, social pressure, eating disorders, etc.
- Discussing divorce and remarriage and their effects on the family.
- Identifying the various forms of non-traditional families represented in today's culture.
- Discussing aging and its effects on family relations.
- Evaluating how families are undermined by the "bondage to commodities," and how to break free.
- Discussing how churches should respond to the numerous challenges faced by families today.

CONCEPTS OF BIOLOGY & HEALTHFUL LIVING **(BIOLOGY/HEALTHFUL LIVING)**

SCI1026

The course presents concepts of wellness and healthful living in today's modern society. Different aspects of human health within a world context are covered including cancer, nutrition, drug use, and abortion.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the implication of an individual's value system on society.
- Identifying the major components of health.
- Identifying and describing contemporary nutrition diets and describing their advantages and disadvantages.
- Contrasting the research set forth by the American Cancer Society and the tobacco industry as it may relate to the relationship of lung, mouth, lip and nasal cancer and the use of tobacco.
- Identifying and describing the leading preventative and detection techniques available for men and women as they relate to present or future personal occurrences of one or more forms of cancer.
- Explaining the physiological and psychological traumas often associated with a cancer victim and his/her friends, family and/or associates.
- Describing the preparation/precaution recommended by leading authorities prior to engaging in a vigorous physical fitness program.
- Describing the influences of drug and alcohol abuse on the United States economy and industrial production.
- Identifying and describing the leading forms, the target population, and growth of drug abuse in the last twenty years.

UNDERGRADUATE

- Defining suicide, identifying the characteristics of individuals most commonly associated as being suicide candidates, and identifying and describing organizations whose primary purpose focuses on suicide prevention activities and/or who work with families of suicide victims.
- Describing and discussing the increasing incidence of sexually transmitted diseases (STD) in the United States.
- Identifying and discussing the biological and social implications of HIV/AIDS.
- Contrasting the arguments advocated by the Right to Life versus the Freedom of Choice philosophies.
- Identifying and describing recommended coping strategies for individuals to utilize in order to minimize the influences of common stress factors.
- Describing and interpreting the major medical tests which are generally prescribed by physicians.

ECOLOGY: MAN & HIS ENVIRONMENT (ECOLOGY:MAN/ENVIRONMENT)

SCI1027

The course presents basic ecological concepts and principles and their application and practice in our present environment. Topics include fossil fuel energy sources, nuclear energy, ecosystems, and agricultural chemicals and their effects on the environment.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing and discussing what is meant by a sustainable society.
- Defining what is meant by an ecosystem approach to environmental issues.
- Defining the following ecological items: abiotic and biotic factors, commensalism, community, competition, consumer, decomposer, environment, food chain, foodweb, limiting factor, niche, range of tolerance and trophic level.
- Discussing selected major human population growth issues.
- Describing the environmental impact of the fossil fuel energy sources commonly used by industrialized nations.
- Identifying the benefits and risks of nuclear energy.
- Identifying the basic components of aquatic and terrestrial ecosystems.
- Defining succession and distinguishing between primary and secondary successions.
- Describing predator-prey, parasite-host, competitive, mutualistic, and commensalistic relationships.
- Comparing the differences between a community and an ecosystem.
- Listing several conservation organizations that are dedicated to the preservation of wildlife and other natural resources.
- Listing the major biomes of North America and identifying major characteristics of each.
- Comparing the advantages and disadvantages of agricultural chemicals used to increase food production.
- Comparing succession in a pond to that in an old field.
- Comparing the components of a freshwater ecosystem with those of a marine ecosystem.
- Discussing the causes and consequences of pollutants on terrestrial and aquatic ecosystems.

GRADUATE ACADEMIC

Admission Standards

Course Load

Grades

Academic Performance

Applying for Graduation

Degree Requirements

Degree Programs

Course Offerings

Course Listing

Course Competencies

GRADUATE ADMISSION STANDARDS

Admission Standards Overview

Admission to Amberton University is a privilege not a right. Admission is granted only when, in the judgment of University officials, the applicant can benefit from our educational programs.

Admission Requirements:

A student seeking unconditional admission to Amberton University for graduate study will meet the following admission standards. Additional admission standards are required for students seeking formal admission to the Master of Arts – School Counseling Program. See the “Program Requirements” section below for more information.

1. Be a U.S. citizen or permanent resident.
2. Proficient in the English language
3. A mature adult with employment experience.
4. Successful completion of earned bachelor’s degree from a U.S. accredited college or university as evidenced by the submission of official transcripts.
5. Students under 22 years of age and enrolled in campus classes must provide evidence of receipt of an initial bacterial meningitis vaccination dose or booster during the five-year period preceding and at least 10 days prior to the first day of the first semester in which the student initially enrolls at an institution or following a break in enrollment of at least one fall or spring semester at the same or another institution. Exceptions to this provision may be found at:

<http://www.dshs.texas.gov/immunize/school/college-requirements.aspx>.

Does not apply to students enrolled in only online or distance education courses.

6. Students seeking ADA accommodations should see the information on page 15.

Service Member Re-Admission to the University

Admission to Amberton University is valid for three (3) years from date of last enrollment or acceptance to the University, whichever is later. If a service member is required to cease Amberton University due to military service requirements, their admission will remain valid for three (3) years from the last enrollment date. If the Service member returns after three (3) years, they will be required to apply for admission.

Program Requirements

Master of Arts-School Counseling

If you are a student who has been admitted to Amberton University and are pursuing a Master of Arts in School Counseling, you must also apply for admission to the School Counseling program and provide the required documentation. The following information and processes must be completed and/or submitted to the University to be considered for formal admission to the Master of Arts School Counseling program:

1. Application for Admission to Amberton University,
2. School Counselor Program Application,
3. A TEAL account and a TEA ID number,
4. Official transcripts from all previously attended institutions,
5. 2.5 overall GPA required on most recent bachelor’s degree or higher or on most recent 60 hours. For students with less than a 2.5 GPA, please contact the Program Director at CMoffitt@amberton.edu.
6. Completion of School Counseling Program Questionnaire (included as part of Program Application),
7. Payment of \$35 non-refundable TEA Assessment Fee. Students with a valid Amberton ID (AUID) may make payment through the University Portal. Contact an advisor for assistance.
8. Signed Code of Ethics form (on web site).
9. Signed Dismissal/Exit Policy form (on web site).

For assistance in applying to the MA-School Counseling program or any of the University’s graduate programs, please speak with an advisor or email: Advisor@Amberton.edu. See page 115 for more information on the MA-School Counseling Program.

GRADUATE

International Students (Non-U.S. Citizen/Non-Permanent Resident)

Amberton University is authorized under federal and state laws to enroll qualified international students seeking bachelor or master degrees. Amberton University will allow international students (non-U.S. citizens/non-permanent residents) to enroll in academic programs, if after evaluation, it is determined that the University can provide for the special and unique needs often presented by these students.

The international student must submit his/her application for admission, transcripts, and any other supporting documents before admission can be considered. Any international student who requires Immigration and Customs Enforcement (ICE) forms must supply all required documents at the time of requesting admission. Students needing assistance with ICE forms may speak with an advisor for more information and guidance. A processing fee is required of non-U.S. citizens/non-permanent residents at the time of application for admission.

International students must fulfill the following admission requirements for graduate admission:

1. 21 years of age or older
2. Proficient in the English language (reading, writing, speaking)*.
3. Submission of Application for Admission along with non-refundable processing fee.
4. Successful completion of earned bachelor's degree from a college or university accredited by a U.S. association of colleges and schools as evidenced by the submission of official transcripts. Submit official transcripts of all colleges attended. Accrediting association must be recognized by Amberton University.
5. For degrees earned outside of the United States, evidence that the academic work completed is equivalent to a U.S. bachelor's degree. Transcripts must be evaluated course by course by a NACES approved evaluation service, such as Educational Credential Evaluators (ECE), World Education Services, Inc (WES ICAP evaluation) or SpanTran Educational Services (Divisional Course by Course) before evaluation and processing by Amberton University.
6. Students subject to Immigration and Customs Enforcement regulations must:
 - Have attended at a U.S. institution within the past 5 months and be "in-status" with ICE and SEVIS.
 - Submit all required documents as specified in the Amberton University International Student Required Document List along with the Application for Admission and processing fee.

**The ability to read, write, speak, and understand English is vital for success at Amberton University. If applicant's native language is not English and the applicant has been educated outside of the United States in a non-English speaking country, s/he must demonstrate English proficiency. Proficiency may be demonstrated by:*
7. Submitting an acceptable Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) examination score. At the time of enrollment, the test score must be less than two years old. Minimum test scores are as follows:
 - 80 TOEFL IBT (Internet-based test)
 - 550 TOEFL (Paper-based test)
 - 215 TOEFL (Computer-based test)
 - 6.5 IELTS Band
8. A personal interview with Amberton University staff to determine applicant's ability to communicate effectively in English. Professional experiences and work history may be considered when evaluating English proficiency.
9. Due to ICE course load requirements and regulations, graduate international students will only be permitted to enroll in programs that can be completed through a mix of online and on-campus courses. See Graduate International Students Admission requirements on the web site for a listing of degree choices.

COURSE LOAD AND STUDENT STATUS

The number of courses a student should take during a session must be determined by the individual based upon work obligations, family needs, and other commitments. However, a graduate student may not enroll for more than nine semester hours without an advisor's approval. A full-time graduate student is one taking six or more hours in a session.

GRADUATE

GRADES

Grades are mailed to students at the end of each session. The following grades are used with the grade point value per semester hour of credit:

GRADE MARKS	GRADUATE	GRADE POINTS
A	Greater than 91	4.0
B	Greater than 81	3.0
C	Greater than 71	2.0
D	Greater than 61	1.0
F	Less than 62	0.0
I	Incomplete	Not counted
R	Repeated Course	Not counted
W	Withdrew	Not counted

An *I* which is not properly removed within 30 days following the session enrolled will become an *F* grade. Incomplete grades are given when an illness or emergency prevents the student from completing course requirements. Any appeal for a grade change must be made within 30 days of the last class day of the session.

The student's grade point average (GPA) is determined by dividing the total number of grade points by the total number of hours attempted (not the number of hours passed) at Amberton University. For repeated courses at Amberton, the highest grade earned will be the grade of record.

ACADEMIC PERFORMANCE

Each student has the opportunity to continue his/her education at Amberton University as long as he/she is making satisfactory academic progress and is complying with all University rules. The student's cumulative grade point average is computed at the end of each session. Graduate students must maintain a grade point average of at least 3.00 to remain in good standing.

If a student fails to meet these standards, he/she will be placed on academic probation. If he/she fails to meet these standards during the session on probation, he/she may be suspended from the University. *A student suspended from the University for poor academic performance will remain suspended until a written appeal for readmission is approved by the Academic Dean.*

GRADUATION/CANDIDACY

It is the graduate student's responsibility to make application for graduation/candidacy status. To be granted graduation/candidacy status for a graduate degree, the student must have: (1) provided the University with all required official transcripts, (2) removed any conditions of admission, (3) completed all requirements for the degree being sought, and (4) attained a 3.0 or better grade point average for all graduate work completed. Application forms for graduation/candidacy status are available in the Student Services Office as well as on the university web site. No graduate student will be entitled to graduate who has not properly requested and received graduation/candidacy status.

GRADUATE DEGREE REQUIREMENTS

GENERAL REQUIREMENTS FOR ALL DEGREES

The following general requirements apply to all masters' degrees:

1. The minimum amount of work beyond the bachelor's degree required for a master's degree is 30 semester hours excluding any prerequisite courses that may be required. See graduate degree plans for specific requirements
2. All courses taken to satisfy course requirements for a master's degree must be taken at the graduate level.
3. A minimum of twenty-four (24) semester hours applicable to the degree must be completed at Amberton University.
4. The student must have a minimum grade point average of 3.00.
5. A grade of *D* may not be applied toward a graduate degree.

GRADUATION UNDER A PARTICULAR CATALOG

A student may meet the graduation requirements noted in the catalog in effect at the time of admission to Amberton University or the requirements in any later catalog published before the student's graduation.

Changes in degree requirements made necessary by altered or discontinued courses or by requirements imposed by external accrediting or certification agencies become effective for degree audit purposes at the beginning of the academic term immediately following the academic term in which the changes are published in the Amberton catalog. The changes may include additions, deletions and other changes in prerequisite requirements for existing courses. Whenever possible, new requirements are implemented upon the expiration of the appropriate time limit. Students may be required to meet new degree requirements as stated in the most recent catalog in order to satisfy current certification or licensure requirements.

All requirements for a master's degree must be completed within a period of six years from the date of initial enrollment in the program. Enrollment in the first course as a graduate student establishes the beginning of the six-year time allowance. Students who have been continually active in their program for longer than six years may seek a waiver of the six-year time allowance from the Academic Dean, who will convene the Admission Committee to review the request. However, if a student has been inactive in a program for more than 36 months, the student must re-apply to the University and be granted readmission under the current admission requirements. The six-year time allowance then begins again with the date of enrollment at readmission. Previously completed courses older than six years may be used to satisfy current degree requirements with the approval of the Academic Dean.

TRANSFER OF CREDITS FROM ANOTHER INSTITUTION

Both qualitative and quantitative considerations are involved in the transfer of credits from another institution. There is no automatic transfer of graduate credits toward a degree at Amberton University. Work considered for transfer from other accredited schools will be carefully evaluated by University officials. Only work from official transcripts (registrar's original signature and college seal) will be considered for transfer from other accredited schools recognized by Amberton University. Official electronic transcripts will be accepted from the educational institution or an approved third-party transcribing service. Electronic transcripts can be emailed. Electronic transcripts from students or unapproved third-parties will not be accepted by Amberton University. All official academic transcripts to be considered for transfer credit must be submitted during the first session's enrollment. Students who fail to submit official transcripts during the first session's enrollment may not be able to use transfer work as credit toward a degree.

Military courses that are evaluated by the American Council on Education (ACE) as equivalent to graduate level work are treated in the same manner as transferred credit. The number of credits awarded for courses recommended by ACE is at the discretion of Amberton University but will not exceed 12 semester hours.

GRADUATE TRANSFER OF CREDITS

Amberton University will analyze credit accepted for transfer in terms of level, content, quality, compatibility and degree program relevance. Assuming work is allowed to transfer from an accredited institution, the following guidelines will be followed:

GRADUATE

1. Transfer work from another accredited institution will be evaluated upon admission.
2. No grade below *B* will be accepted as transfer work.
3. Individual courses will be accepted, but no grade points. Each Amberton University transfer student will begin with a new grade point average.
4. No more than twelve (12) hours maximum will be allowed in transfer toward a graduate degree.
5. All work allowed in transfer to Amberton University on a graduate level must be directly related to courses offered at Amberton University.
6. Graduate hours will not be evaluated for transfer until the official transcript of the bachelor's degree is received.
7. The age of transfer work may influence transferability.

GRADUATE DEGREE PLANS

Prior to or during the first session of enrollment at Amberton University, the student must have official transcripts with the undergraduate degree posted as well as official transcripts for any previous graduate hours completed sent to the University. Graduate hours will not be evaluated for transfer until the official transcript of the bachelor's degree is received.

Each transcript received will be evaluated for Amberton University course equivalence, and a copy of the evaluation, the "Transfer of Credit Report" will be provided to the student. The report will reflect both graduate hours accepted in transfer as well as program prerequisites that have been satisfied based upon the graduate major program declared by the student.

For degree advising purposes, students can have Amberton University transcribed work and all transfer work electronically evaluated against any degree in the Catalog. The Electronic Degree Plan (EDP) produces a printout of satisfied degree requirements as well as requirements which may be deficient relative to the degree selected. The EDP allows a student to compare his/her academic accomplishments against any or all degrees in the Catalog. See a University advisor for further information on obtaining an EDP. The EDP is available online in the Student Portal and in the Student Services Office.

GRADUATE DEGREE PROGRAM METHOD OF DELIVERY

		Combination <u>Classroom & DL</u>	100% <u>DL*</u>
MA	Marriage and Family Therapy	√	
MA	Professional Counseling	√	
MA	Professional Development	√	√
MA	School Counseling	√	
MBA	Accounting	√	√
MBA	Entrepreneurship	√	√
MBA	General Business	√	√
MBA	Management	√	√
MBA	Project Management	√	√
MBA	Strategic Leadership	√	√
MS	Agile Project Management	√	√
MS	Data Analytics	√	√
MS	Family Studies	√	√
	With Christian Counseling Specialization	√	√
MS	Human Relations & Business	√	√
MS	Human Resource Training & Development	√	√
MS	Human Resource Management	√	√
MS	Managerial Science	√	√

- * Distance learning degree programs are available via the Internet with no on-campus attendance required. See the Table of Contents and Links, "Distance Learning Courses", for additional information on distance learning programs and delivery. Programs offered through Classroom and DL methods of delivery may be completed completely online or through a combination of online and campus courses.

GRADUATE

CERTIFICATIONS

In addition to our degree programs we offer certifications that can be completed within degree programs or stand-alone. Please see the Amberton web site (www.amberton.edu) for more details and a listing of current certifications. All courses applied toward certifications must be taken at Amberton University (no transfer work will count toward certifications).

GRADUATE RESIDENCY REQUIREMENTS

In order to meet residency requirements for a graduate degree requiring 36-60 credit hours, the student must complete a minimum of 24 hours in residency at Amberton University. The residency requirement for a 30 credit hour graduate degree is a minimum of 18 hours at Amberton University.

REQUIREMENTS FOR A SECOND DEGREE

Students may not pursue more than one degree simultaneously. Only one degree may be earned at a time.

Students Who Have Completed a Master's Degree from Another University

A student holding a master's degree from an externally accredited graduate institution must complete a minimum of twenty-four (24) approved credit hours in residency for the second master's degree for graduate degrees requiring 36-60 credit hours. For 30 credit hour graduate degrees, the student must complete a minimum of eighteen (18) approved credit hours in residency for the second master's degree.

Students Who Have Completed a Master's Degree at Amberton University

Students who hold a master's degree from Amberton University must complete a minimum of twenty-four (24) approved hours in residency for an additional master's degree requiring 36-60 credit hours and must complete a minimum of eighteen (18) approved hours in residency for an additional master's degree requiring 30-credit hours. None of the hours completed during enrollment of the first degree may be used to satisfy the residency minimum for the second degree at Amberton University. No grade below *B* will be accepted toward a second master's degree. However, the following exceptions to the twenty-four (24) and eighteen (18) hour requirements may be allowed. An exception may be available to counseling students who have completed one of the following degrees at Amberton University:

- Master of Arts in Marriage and Family Therapy
- Master of Arts in Clinical Mental Health Counseling (formerly Professional Counseling)
- Master of Arts in School Counseling

Such students may earn the Master of Arts in Marriage and Family Therapy, the Master of Arts in Clinical Mental Health Counseling (formerly Professional Counseling), or the Master of Arts in School Counseling and may not be required to satisfy the 24 or 18 hour requirement; however, they must satisfy, in residency, all current degree requirements for the degree being pursued.* Additional program admission requirements must be met before a student may pursue the Master of Arts in School Counseling as a second degree.

An exception may also be available to business students who have completed one of the following degrees at Amberton University:

- Master of Business Administration in Project Management
- Master of Science in Agile Project Management

Such students may earn the Master of Business Administration in Project Management or the Master of Science in Agile Project Management and may not be required to satisfy the 24 or 18 hour requirement; however, they must satisfy, in residency, all current degree requirements for the degree being pursued.*

Students seeking a second graduate degree must contact the Academic Services Office to request a Second Degree Plan before beginning classes for the second degree. The form for requesting a Second Degree Plan is available on the University's web site. A Second Degree Plan can be requested during the last session of the first master's degree or after the first master's degree is posted to the official transcript.

**Under no circumstances will a student be permitted to earn a second graduate degree by completing less than twelve (12) approved credit hours, regardless of the degree requirements of the second master's degree.*

GRADUATE ACADEMIC

Admission Standards

Course Load

Grades

Academic Performance

Applying for Graduation

Degree Requirements

Degree Programs

Course Offerings

Course Listing

Course Competencies

GRADUATE

AMBERTON UNIVERSITY

GRADUATE PROGRAMS BY DIVISION

	Page #
BUSINESS DIVISION	
Master of Business Administration	
Accounting*	117
Entrepreneurship	119
General Business*	121
Management*	123
Project Management*	125
Strategic Leadership*	127
Master of Science	
Agile Project Management*	129
Data Analytics	131
Human Resource Management	137
HUMAN BEHAVIOR & COUNSELING DIVISION	
Master of Arts	
Clinical Mental Health Counseling (formerly Professional Counseling)	109
Marriage and Family Therapy	111
School Counseling	115
Master of Science	
Family Studies	133
Family Studies with a Specialization in Christian Counseling	134
INTERDISCIPLINARY DIVISION	
Master of Arts	
Professional Development	113
Master of Science	
Human Relations and Business	135
Human Resource Training and Development	139
Managerial Science	141

*These programs are accredited by the Accreditation Council for Business Schools and Programs (ACBSP).

GRADUATE

MASTER OF ARTS CLINICAL MENTAL HEALTH COUNSELING

The Master of Arts in Clinical Mental Health Counseling (formerly M.A. Professional Counseling) is designed for persons interested in becoming Licensed Professional Counselors (L.P.C.) in the State of Texas. The degree prepares graduates to work with individuals, couples, families, and groups in community, social service, religious, and private practice settings. The curriculum is comprised of sixty (60) graduate hours and includes a minimum of 300 practicum hours. ***No student may enroll in a pre-practicum or practicum course without passing the CPCE exam and completing all other degree requirements.***** Students who complete the program meet the academic requirements for becoming Licensed Professional Counselors (L.P.C.) in the State of Texas.* The mission of the Master of Arts in Clinical Mental Health is to prepare competent, ethical, and culturally skilled counselors by educating students in concepts, knowledge, techniques, and skills of professional counseling. Graduates will demonstrate leadership and character reflective of the standards of the counseling profession. ***The program is offered in the campus-based, classroom, lecture mode only; however, some classes are offered via distance learning.***

A graduate with a Master of Arts in Clinical Mental Health Counseling will be able to:

- Analyze and apply knowledge of the functional area of professional counseling.
- Develop and apply a framework for counseling diverse client populations.
- Identify relevant ethical issues in mental health and related settings.
- Conduct relevant research appropriate to the discipline.
- Evaluate clients' biological, psychological, and social functioning using appropriate assessment procedures.
- Identify clients affected by inequities and advocate for them as appropriate.

The minimum requirements for a Master of Arts in Clinical Mental Health Counseling are:

- 48 semester hours applicable to the degree must be completed at Amberton University.
- 60 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.A. CLINICAL MENTAL HEALTH COUNSELING (FORMERLY M.A. PROFESSIONAL COUNSELING) DEGREE PLAN

I. Required Graduate Studies: 3 Hours

RGS6035 Theory & Application of Research Methods 3 hours

II. Major Requirements: 54 Hours

CSL6740 Counseling Ethics 3 hours
CSL6780 Professional Counseling Orientation 3 hours
CSL6782 Theories & Methods of Counseling 3 hours
CSL6765 Crisis Counseling 3 hours
CSL6801 Life Span Development 3 hours
CSL6796 Adult/Geriatric Psychopathology & Treatment 3 hours
CSL6803 Career Counseling and Guidance 3 hours
CSL6800 Counseling Assessment Techniques 3 hours
CSL6798 Child/Adolescent Psychopathology & Treatment 3 hours
CSL6805 Group Counseling & Therapy 3 hours
CSL6825 Marriage & Family Therapy 3 hours
CSL6770 Advanced Counseling Ethics 3 hours
CSL6832 Multicultural Counseling 3 hours
CSL6760 Addiction Counseling 3 hours
CSL6830 Counseling Skills & Techniques 3 hours
CSL6839 Pre-Practicum 3 hours
CSL6840 Practicum I 3 hours
CSL6845 Practicum II 3 hours

III. Counseling Elective: 3 Hours

Totals: 60 Hours

**PLEASE NOTE: Students who complete the Amberton University Master of Arts in Clinical Mental Health Counseling meet the academic requirements for becoming Licensed Professional counselors in the State of Texas. Students should carefully review the current state requirements for changes and updates. The Texas State Board of Examiners of Professional Counselors provides clear guidelines and requirements to apply for a new licensure. Questions regarding licensure should be directed to the Texas State Board of Examiners of Professional Counselors. <https://www.bhec.texas.gov/index.html>.*

***In preparation for student selection of a practicum site for the practicum field experience, counseling faculty recommends that students begin familiarizing themselves with counseling opportunities available in the mental health community early in the program. Volunteering at a community agency that provides mental health services is an excellent way to learn about services that are offered and sometimes leads to a practicum site later when the student is ready to make a selection. All students must pass the CPCE exam before they are eligible to enroll in the Pre-Practicum course.*

GRADUATE

MASTER OF ARTS MARRIAGE AND FAMILY THERAPY

The mission of the Master of Arts in Marriage and Family Therapy program is to prepare individuals to be competent and ethically sound in the practice of marriage and family therapy. The purpose of this program is to provide a comprehensive knowledge and application of the functional areas of marriage and family therapy. ***No student may enroll in a pre-practicum or practicum course without passing the AMFTRB Practice Exam and completing all other degree requirements.***** This degree will also provide the academic credentials for persons interested in becoming Licensed Marriage and Family Therapists (L.M.F.T.) in the State of Texas. Graduates are prepared to provide individual, group, and family counseling in community and social service organizations. This program is offered in the campus-based mode only; however, some classes are offered online.

A graduate with a Master of Arts in Marriage and Family Therapy will be able to:

- Identify and comprehend contemporary theories and research in the field of marriage and family therapy.
- Develop and articulate a framework for counseling couples and families.
- Identify relevant ethical issues in the field of marriage and family therapy.
- Conduct research relevant to the discipline.
- Demonstrate how the knowledge of research and theories in the field of life span development is beneficial to the practice of marriage and family therapy.
- Identify and apply theoretical and practical knowledge in the treatment of couple and family issues.

The minimum requirements for a Master of Arts in Marriage and Family Therapy are:

- 48 semester hours applicable to the degree must be completed at Amberton University.
- 60 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

* ***PLEASE NOTE:*** *Students who complete the Amberton University Master of Arts in Marriage and Family Therapy meet the academic requirements for becoming a Licensed Marriage and Family Therapist in the State of Texas. Students should carefully review the current state requirements for changes and updates. The Texas State Board of Examiners of Marriage and Family Therapists provides clear guidelines and requirements to apply for a new licensure. Questions regarding licensure should be directed to the Texas State Board of Examiners of Marriage and Family Therapists.*
<https://www.bhec.texas.gov/index.html>.

** In preparation for student selection of a practicum site for the practicum field experience, counseling faculty recommends that students begin familiarizing themselves with counseling opportunities available in the mental health community early in the program. Volunteering at a community agency that provides mental health services is an excellent way to learn about services that are offered and sometimes leads to a practicum site later when the student is ready to make a selection. All students must pass the AMFTRB Practice Exam before they are eligible to enroll in the Pre-Practicum course.

GRADUATE

M.A. MARRIAGE AND FAMILY THERAPY DEGREE PLAN

I. Required Graduate Studies: 3 hours

RGS6035 Theory & Application of Research Methods3 hours

II. Major Requirements: 48 hours

CSL6740 Counseling Ethics3 hours

CSL6760 Addiction Counseling3 hours

CSL6782 Theories & Methods of Counseling.....3 hours

CSL6792 Couples Therapy3 hours

CSL6794 Principles and Methods of Sex Therapy3 hours

CSL6796 Adult/Geriatric Psychopathology & Treatment.....3 hours

CSL6798 Child/Adolescent Psychopathology & Treatment3 hours

CSL6800 Counseling Assessment Techniques.....3 hours

CSL6801 Life Span Development3 hours

CSL6825 Marriage & Family Therapy3 hours

CSL6830 Counseling Skills & Techniques3 hours

CSL6832 Multicultural Counseling.....3 hours

CSL6839 Pre-Practicum3 hours

CSL6840 Practicum I.....3 hours

CSL6845 Practicum II3 hours

CSL6850 Practicum III3 hours

III. Counseling Elective: 9 hours

Totals: 60 hours

GRADUATE

MASTER OF ARTS PROFESSIONAL DEVELOPMENT

The Master of Arts in Professional Development provides a broad based, interdisciplinary curriculum from the fields of business, communication, counseling, human behavior, and human resources and training to meet the specific learning goals of the adult student. Graduates will use their unique program of study in a wide range of careers including management, team leadership, communication, and social sciences. The mission of the Master of Arts in Professional Development program is to provide adult students with the unique opportunity to design a personal interdisciplinary program of study that brings fields of inquiry together in unique combinations not otherwise offered as a program at the University. The program provides students with a basis to accomplish their own goals of advanced learning and development by educating them in the fields of business, communication, counseling, human behavior, and human resources. The program may be completed through a combination of campus and online courses or 100% online.

A graduate with a Master of Arts in Professional Development will be able to:

- Demonstrate knowledge and understanding in one or more of the following areas: business administration, communication, counseling, human behavior and development, and/or human resources training.
- Effectively speak and/or write principles and techniques appropriate to field(s) of study.
- Identify and explain successful communication channels and techniques used in the fields(s) of study.
- Identify and evaluate ethical issues appropriate in the fields(s) of study.
- Conduct relevant research and create a clear concise report related to the field(s) of study.
- Design and apply a framework to solve problems.

The minimum requirements for a Master of Arts in Professional Development are:

- 24 semester hours applicable to the degree must be completed at Amberton University.
- 36 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.A. PROFESSIONAL DEVELOPMENT DEGREE PLAN

I. Required Graduate Studies: 6 Hours

RGS6035 Theory & Application of Research Methods	3 hours
RGS6036 Ethics for Decision Making	3 hours

II. Major Requirements: (5000/6000 Levels) 30 Hours

Thirty (30) semester hours of graduate courses selected by the student from one or more of the following areas:

Business Administration (ACC, BUS, ECO, FIN, MGT, MKT)

Communication

Counseling

Human Behavior and Development

Human Resources and Training

Psychology

Religion/Ethics

Sociology

*

Totals: 36 Hours

*Graduate certifications may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

GRADUATE

MASTER OF ARTS SCHOOL COUNSELING

The Master of Arts (M.A.) in School Counseling prepares students to satisfy academic requirements for the Professional School Counseling Certification in the State of Texas. Graduates will be counselors, academic advisors and advocates who create conditions of academic achievement for children in public and private schools. Admission to this program is available only to those students who satisfy the Program Admission Requirements (University Catalog).

The program is comprised of forty-eight (48) graduate hours and includes a minimum of 160 practicum hours. Students completing this degree and passing the TExES examination for School Counseling are eligible for employment as a school counselor in an educational setting. *Students must satisfy the teaching experience requirement and pass the TExES exam prior to entering CSL6870 School Counseling Practicum I.* The mission of the Master of Arts in School Counseling is to provide students with a comprehensive school counseling curriculum to serve school-age children. This program focuses on the utilization of the data-driven approach in the areas of social-emotional, academic, and career development in children and adolescents. The program is offered in the campus-based mode only with some online courses available.

A graduate with a Master of Arts in School Counseling will be able to:

- Design a student's individual planning component used in school counseling.
- Apply the domains of the state guidance plan during field experience.
- Utilize interview techniques and developmental theories to compose a written assessment of a parent-child-school dynamic.
- Analyze a chosen theory and integrate the theory into a school counseling setting.
- Articulate ethical decisions conforming to state law and code of ethics required of school counselors.
- Interpret and utilize school data and research literature to substantiate the development of a guidance program.

The minimum requirements for a Master of Arts in School Counseling are:

- 36 semester hours applicable to the degree must be completed at Amberton University.
- 48 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.A. SCHOOL COUNSELING DEGREE PLAN

I. Required Graduate Studies: 3 Hours

RGS6035 Theory & Application of Research Methods 3 hours

II. Major Requirements: 45 Hours

CSL6745 School Counseling Ethics 3 hours

CSL6779 Counseling in Schools..... 3 hours

CSL6782 Theories & Methods Of Counseling 3 hours

CSL6798 Child/Adolescent Psychopathology & Treatment 3 hours

CSL6800 Counseling Assessment Techniques 3 hours

CSL6801 Life Span Development 3 hours

CSL6803 Career Counseling and Guidance..... 3 hours

CSL6805 Group Counseling & Therapy..... 3 hours

CSL6830 Counseling Skills & Techniques..... 3 hours

CSL6832 Multicultural Counseling 3 hours

CSL6833 Counseling Children and Adolescents 3 hours

CSL6837 Strategies for Behavioral Interventions 3 hours

CSL6870 School Counseling Practicum I..... 3 hours

CSL6875 School Counseling Practicum II 3 hours

CSL6880 School Counseling Practicum III 3 hours

Totals: 48 Hours

GRADUATE

MASTER OF BUSINESS ADMINISTRATION ACCOUNTING

The mission of the Master of Business Administration in Accounting is to prepare students to use advanced accounting skills for management-level careers in all areas of accounting including public accounting, private industry, federal, state and local governments, and non-profit organizations by ensuring graduates are competent in the latest practices and principles of business, communication, ethics, management accounting concepts, and standard procedures. Amberton's MBA in Accounting prepares graduates for careers as chief financial officers, chief operating officers, business consultants, management analysts, and chief executives. The program can be completed 100% online, though some coursework is available to be taken onsite at the student's option. It also builds upon the BBA Accounting* program at Amberton to allow students to complete coursework necessary to sit for the Certified Public Accountancy (CPA) exam in the state of Texas. Requirements for the exam vary from state to state and change periodically.

***See the BBA/MBA-Accounting Dual Degree Program in the undergraduate section for courses available to be dual coded. This option is only available for students completing the BBA-Accounting (CPA Track) and continuing into the MBA-Accounting. They are eligible to be taken after the student has completed 90 credit hours towards the BBA-Accounting degree.**

A graduate with a MBA Accounting Degree will be able to:

- Synthesize and utilize financial information to evaluate management decision-making.
- Identify management skills necessary to lead organizations.
- Utilize an ethical framework to formulate solutions to issues faced by management.
- Communicate financial analysis effectively using appropriate business acumen.
- Select and use appropriate analytical tools to make informed decisions.
- Examine and review documentation of a business problem and make a supported decision based on their research.

The minimum requirements for a Master of Business Administration in Accounting are:

- 24 semester hours must be completed at Amberton University
- 36 semester hours to complete the program, excluding the prerequisite. The BBA/MBA dual track program option can be completed in 30 hours for those completing their BBA-Accounting degree with Amberton and utilizing the option to complete six credits in the undergraduate program noted by * below.
- A minimum cumulative grade point average (GPA) of 3.00 is required

GRADUATE

M. B. A. ACCOUNTING DEGREE PLAN

I. Program Prerequisites: 3 Hours

Prerequisite to the M.B.A. Accounting program is either 1) an earned bachelor's degree in accounting; or 2) an earned bachelor's, which will include at least 30-hours in business, including the following course or its equivalency, which the student must have successfully completed, or the following course must be taken:

BUS4113 Accounting & Finance for Managers..... 3 hours

II. Required Graduate Accounting Courses: 6 Hours

ACC6165 Tax Planning and Research..... 3 hours

ACC6036 Ethics for Accountants..... 3 hours

III. Major Requirements: 24 Hours

COM5469 Managerial Communication..... 3 hours

*FIN5250 Corporate Finance..... 3 hours

*MGT5203 Operations Management..... 3 hours

ACC6120 Accounting Information Systems..... 3 hours

ACC6130 Financial Statement Analysis..... 3 hours

ACC6135 Data Analytics for Accountants..... 3 hours

ACC6155 Advanced Managerial Accounting..... 3 hours

MGT6203 Strategic Management**..... 3 hours

**This course has a prerequisite of 12 hours of 5000/6000 Business Administration courses (ACC, BUS, ECO, FIN, MGT, MKT).

IV. Electives: 6 Hours

Select two courses from the following: 6 hours

BUS5425 Entrepreneurship

BUS5110 International Business

ECO6140 Managerial Economics

ECO6250 Global Economic Issues

FIN6290 International Finance

FIN6186 Managerial Finance

MGT5670 Executive Leadership

**Totals: 36 Hours
(Excluding Program Prerequisite)**

PLEASE NOTE: *Students who complete the Amberton University Bachelor of Business Administration in Accounting AND Master of Business Administration in Accounting meet the education requirements for becoming a Certified Public Accountant in the State of Texas. However, each student should carefully review the current state requirements of the Texas State Board of Public Accountancy for changes and updates. The Texas State Board of Public Accountancy provides clear guidelines and requirements to take the CPA exam and in applying for a new licensure. It is the sole responsibility of each student to satisfy each of the requirements of the State of Texas. Questions regarding licensure should be directed to the Texas State Board of Public Accountancy. <http://www.tsbpa.state.tx.us/exam-qualification/examination-overview.html>*

*FIN5250 and MGT5203 are courses completed in the Dual Degree B.B.A. and M.B.A. Accounting program and do not need to be repeated by the student.

GRADUATE

MASTER OF BUSINESS ADMINISTRATION ENTREPRENEURSHIP*

The Master of Business Administration in Entrepreneurship degree is ideal for individuals who have the desire to start or grow a new business. In this program, students will learn the business and management components of Entrepreneurship. The mission of the Master of Business Administration in Entrepreneurship program is to prepare students to launch and succeed in a new business venture. This program will provide a curriculum that focuses on research and application of business tools needed for a new enterprise. The program concentrates on educating students on the concepts of accounting, economics, finance, marketing, management, communications business regulations, critical thinking, analysis, and forecasting.

The curriculum in this program focuses on fundamental entrepreneurial concepts such as effectively identifying market opportunities, defining target markets, understanding economic trends, promoting products and/or services using effective and appropriate marketing tools, developing strategy, managing personnel, and understanding financial reporting. Students will also become familiar with laws and regulations governing small businesses and “start-up’s,” and communicating with stakeholders. Upon the completion of this program, the student will have acquired the knowledge and skills to launch a start-up business, manage business functions within a small business, and utilize their knowledge and skills to enable the business to survive and thrive in today’s competitive and ever-changing market. This program is offered 100% online.

Graduates of this degree program will be able to:

- Conduct relevant research and market analysis needed to start a new business.
- Demonstrate knowledge and understanding of how to finance a new business.
- Develop and apply a framework to staff and supervise a new venture workforce to meet strategic goals.
- Speak and write clearly, concisely, and analytically.
- Identify and analyze relevant ethical issues as they apply to a new business venture.
- Demonstrate knowledge and understanding of the elements of economics, marketing, management, communications, critical thinking, analysis, and forecasting.

The minimum requirements for a Master of Business Administration in Entrepreneurship are:

- 18 semester hours applicable to the degree must be completed at Amberton University.
- 30 semester hours for this degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.B.A. ENTREPRENEURSHIP DEGREE PLAN

Program Prerequisites: None

I. Required Graduate Studies: 3 Hours:

RGS6036 Ethics for Decision Making 3 hours

II. Major Requirements (5000/6000 Levels): 21 Hours

BUS5425 Entrepreneurship 3 hours

MKT6450 Competitive Marketing Analytics 3 hours

MKT5260 Digital Marketing Foundations 3 hours

MGT6177 Human Resource Management 3 hours

MGT6175 Management Responsibilities & Practice 3 hours

MGT6705 Innovation 3 hours

MGT6755 Entrepreneurship Implementation (Capstone) 3 hours

(Taken at the completion of all coursework, except electives.)

III. Electives: 6 Hours

Business Administration & HRT Electives 6 hours

(Selected from 5000/6000 level courses with the following prefixes: ACC, BUS, ECO,
FIN, HRT, MGT, MIS, MKT)

Total: 30 Hours

*NOTE: The MBA in Entrepreneurship is structured as a “Fast Track” MBA only requiring 30 credit hours which could potentially allow a student to complete the program in one academic year if the student chooses. As always, Amberton University reserves the right to offer courses based on the needs of the University and may alter the course rotation schedule at any time.

GRADUATE

MASTER OF BUSINESS ADMINISTRATION GENERAL BUSINESS

The Master of Business Administration degree in General Business develops analytical business and general managerial skills within a broad-based business curriculum. Building upon the foundational disciplines of Economics, Finance, Management, and Marketing, students customize their program with electives in Business Administration. Graduates will use this highly versatile degree in a wide range of leadership settings including consulting, small businesses, domestic companies, and international corporations. The mission of the Master of Business Administration in General Business program is to prepare students to succeed in business by providing a curriculum that focuses on integrating theory, research, and application to current real world business issues. The program concentrates on educating the students on the concepts of accounting, economics, finance, marketing, management, business law, statistical analysis, critical thinking, and problem solving. This program is offered 100% online.

A graduate with a Master of Business Administration in General Business will be able to:

- Develop and apply a framework for identifying business issues and alternative solutions.
- Apply general knowledge of contemporary business concepts on both a national and international level.
- Identify and analyze relevant ethical issues and appropriate action(s).
- Conduct relevant research appropriate to the discipline.
- Demonstrate knowledge and understanding of the elements of finance, economics, management, accounting, business, administration, and research.
- Speak and write clearly, concisely, and analytically.

The minimum requirements for a Master of Business Administration in General Business are:

- 24 semester hours applicable to the degree must be completed at Amberton University.
- 36 semester hours for a degree, excluding prerequisite courses.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.B.A. GENERAL BUSINESS DEGREE PLAN

I. Program Prerequisites: 3 Hours

Prerequisite to the M.B.A. program is a bachelor's degree in business; otherwise, the student must have had either the following course or the equivalent or must take the class.

BUS4605 Business Acumen..... 3 hours

II. Required Graduate Studies: 6 Hours

RGS6035 Theory & Application of Research Methods 3 hours

RGS6036 Ethics for Decision Making 3 hours

III. Major Requirements: (5000/6000 Levels) 30 Hours

Business Administration Electives 15 hours

(Selected from courses with the following prefixes:

ACC, BUS, ECO, FIN, MGT, MKT)

Economics (ECO6140 or ECO6250) 3 hours

Finance (FIN6186 or FIN6290 or FIN5250) 3 hours

Management (MGT)..... 3 hours

Marketing (Any 5000/6000 MKT course)) 3 hours

MGT6203 Strategic Management* 3 hours

Totals: 36 Hours
(Excluding Program Prerequisites)

*This course has a prerequisite of 12 semester hours selected from 5000/6000 level courses with the following prefixes: ACC, BUS, ECO, FIN, MGT, MKT.

*Graduate certifications may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

GRADUATE

MASTER OF BUSINESS ADMINISTRATION MANAGEMENT

The Master of Business Administration in Management prepares business leaders with analytical skills combined with human relations competencies necessary to compete in a global environment. The curriculum emphasizes solutions to real world problems as students are prepared for middle and upper management positions. Graduates possess the knowledge and skills for leadership positions in executive management, sales and marketing, human resource management, consulting and financial management. The mission of the Master of Business Administration in Management program is to prepare students for a seamless transition into various managerial roles through educational training in managerial ideology, principles, concepts, techniques, and ethical decision-making. The program teaches the students how to integrate these skills in a real-world business environment. The program may be completed through a combination of on-campus and online courses or 100% online.

A graduate with a Master of Business Administration in Management will be able to:

- Apply innovative business and management concepts and create solutions to organizational issues.
- Evaluate and validate strategic issues and solutions.
- Analyze and evaluate the impact of current business trends to remain competitive.
- Demonstrate knowledge of ethical issues and decision-making skills.
- Conduct relevant research appropriate to the discipline.
- Utilize various means of communication to convey business information ethically and professionally.

The minimum requirements for a Master of Business Administration in Management are:

- 24 semester hours applicable to the degree must be completed at Amberton University.
- 36 semester hours for a degree, excluding prerequisites.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M. B. A. MANAGEMENT DEGREE PLAN

I. Program Prerequisites: 3 Hours

Prerequisite to the M.B.A. program is a bachelor's degree in business; otherwise, the student must have had either the following course or the equivalent or must take the class.

BUS4605 Business Acumen..... 3 hours

II. Required Graduate Studies: 6 Hours

RGS6035 Theory & Application of Research Methods 3 hours

RGS6036 Ethics for Decision Making 3 hours

III. Major Requirements: (5000/6000 Levels) 30 Hours

Business Administration Electives 3 hours

(Selected from courses with the following prefixes:

ACC, BUS, ECO, FIN, MGT, MKT)

Economics (ECO6140 or ECO6250) 3 hours

Finance (FIN6186 or FIN6290 or FIN5250) 3 hours

Management (MGT)..... 15 hours

Marketing (Any 5000/6000 MKT course)..... 3 hours

MGT6203 Strategic Management* 3 hours

**Totals: 36 Hours
(Excluding Program Prerequisites)**

*This course has a prerequisite of 12 semester hours selected from 5000/6000 level courses with the following prefixes: ACC, BUS, ECO, FIN, MGT, MKT.

GRADUATE

MASTER OF BUSINESS ADMINISTRATION PROJECT MANAGEMENT

The Master of Business Administration in Project Management is ideal for individuals who want to enhance their ability to successfully manage complex projects. Grounded in general management principles, the MBA in Project Management program is a study of project management that provides students with the capability to master advanced project management techniques. The curriculum focuses on contemporary project management theories and practice. Students acquire knowledge of the project management tools, techniques, and processes necessary to effectively initiate, plan, execute, control, and close organizational projects. The mission of the Master of Business Administration in Project Management program is to provide students with competency in advanced project management techniques and to prepare graduates with the knowledge and skills necessary to succeed as project management practitioners in a global economy. The program may be completed through a combination of on-campus and online courses or 100% online.

A graduate with a Master of Business Administration in Project Management will be able to:

- Analyze and apply the project management processes of initiating, planning, executing, monitoring/controlling, and closing relevant to project management.
- Write and/or orally communicate project management documents and information clearly and concisely.
- Integrate and apply project management tools and techniques to projects within organizations.
- Understand and examine knowledge of project management theory and its implications for project management practitioners.
- Demonstrate knowledge of ethical issues and apply decision-making skills.
- Conduct relevant research appropriate to project management.

The minimum requirements for a Master of Business Administration in Project Management are:

- 24 semester hours applicable to the degree must be completed at Amberton University.
- 36 semester hours for a degree, excluding prerequisites.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.B.A. PROJECT MANAGEMENT DEGREE PLAN

I. Required Graduate Studies: 6 Hours

RGS6035 Theory & Application of Research Methods.....	3 hours
RGS6036 Ethics for Decision Making	3 hours

II. Major Requirements: 24 Hours

MGT6151 Project Value Delivery Strategy & Planning	3 hours
MGT6152 Project Performance Management	3 hours
MGT6153 Project Uncertainty, Measurement & Delivery Models	3 hours
MGT6154 Project Delivery Applications.....	3 hours
HBD6771 Conflict Management & Resolution	3 hours
HBD6776 Leadership Theories & Practice.....	3 hours
Communication (Any 5000/6000 COM course).....	3 hours
MGT6203 Strategic Management*	3 hours

III. Electives (5000/6000 Levels): 6 Hours

Business Administration Electives	6 hours
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(Selected from courses with the following prefixes:
ACC, BUS, ECO, FIN, MGT, MKT)

Totals: 36 Hours
(Excluding Program Prerequisites)

*This course has a prerequisite of 12 semester hours selected from 5000/6000 level courses with the following prefixes: ACC, BUS, ECO, FIN, MGT, MKT.

GRADUATE

MASTER OF BUSINESS ADMINISTRATION STRATEGIC LEADERSHIP

The Master of Business Administration degree in Strategic Leadership develops the managerial skills necessary for leadership roles in modern organizations. Core requirements emphasize competencies for implementing organizational systems, managing change, and resolving conflict within a framework of ethical leadership. Customization, through selection of electives, allows the program to compliment individual career goals. This versatile degree allows graduates to fill executive leadership roles in management, consulting, and financial services or assume positions in healthcare, government, and education. The mission of the Master of Business Administration in Strategic Leadership program is to develop the critical thinking and decision-making skills for leadership in dynamic organizations by providing an ethical framework for internal and external analysis, organizational planning, goal setting, and the effective implementation of competitive strategies. The program may be completed through a combination of on-campus and online courses or 100% online.

A graduate with a Master of Business Administration in Strategic Leadership will be able to:

- Analyze and apply leadership competencies in organizational situations.
- Apply management principles and practices to the strategic management of organizations.
- Construct and present a strategic plan for an organization.
- Demonstrate knowledge of ethical issues and decision-making skills.
- Conduct relevant research appropriate to the discipline.
- Effectively communicate organized policies, principles, and practices.

The minimum requirements for a Master of Business Administration in Strategic Leadership are:

- 24 semester hours applicable to the degree must be completed at Amberton University
- 36 semester hours for a degree, excluding prerequisites.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.B.A. STRATEGIC LEADERSHIP DEGREE PLAN

I. Required Graduate Studies: 6 Hours

RGS6035 Theory & Application of Research Methods	3 hours
RGS6036 Ethics for Decision Making	3 hours

II. Major Requirements: (5000/6000 Levels) 24 Hours

HRT6575 Organizational Change	3 hours
HBD6771 Conflict Management & Resolution	3 hours
HBD6776 Leadership Theories & Practice	3 hours
Business Administration Electives	6 hours
(Selected from courses with the following prefixes: ACC, BUS, ECO, FIN, MGT, MKT)	
Management (MGT) Electives	6 hours
MGT6203 Strategic Management*	3 hours

III. Electives (5000/6000 Levels): 6 Hours

Totals: 36 Hours
(Excluding Program Prerequisites)

*This course has a prerequisite of 12 semester hours selected from 5000/6000 level courses with the following prefixes: ACC, BUS, ECO, FIN, MGT, MKT.

Graduate certifications may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

GRADUATE

MASTER OF SCIENCE AGILE PROJECT MANAGEMENT

The Master of Science in Agile Project Management (MS/APM) degree is ideal for individuals who want to enhance their ability to manage complex traditional and agile projects. Courses focus on contemporary traditional and agile project management theories and practice. Students acquire knowledge of the project management tools, techniques, and processes necessary to effectively initiate, plan, execute, control, and close organizational projects and succeed as agile project management practitioners. MS/APM graduates are prepared to fulfill traditional project management, agile project management, and leadership roles in modern organizations. This program may be completed through a combination of on-campus or online courses or 100% online. The mission of the Master of Science in Agile Project Management (MS/APM) program is to provide students with relevant technical and cognitive education to prepare for employment in Agile project management arenas. Additionally, the MS/APM program develops the skills required for successful Agile project outcomes by providing students with the opportunity to master Agile project management tools and techniques utilized by Agile practitioners in the industry.

A graduate with a Master of Science in Project Management degree will be able to:

- Analyze and apply the project management processes of initiating, planning, executing, monitoring/controlling, and closing as those processes relate to traditional and agile project management.
- Write and/or orally communicate project management documents and information clearly and concisely, particularly as related to agile project management.
- Integrate and apply agile project management tools and techniques to projects within organizations.
- Understand and examine knowledge of agile project management theory and its implications for project management practitioners.
- Demonstrate knowledge of ethical issues and apply decision-making skills, particularly as related to agile project management.
- Conduct relevant research appropriate to traditional and agile project management.

The minimum requirements for a Master of Science in Project Management are:

- 18 semester hours applicable to the degree must be completed at Amberton University.
- 30 semester hours for a degree, excluding prerequisite.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.S. AGILE PROJECT MANAGEMENT DEGREE PLAN

I. Program Prerequisites: 3 Hours

Prerequisite to the MS/APM program is a bachelor's degree in business; otherwise, the student must have taken the following course or its equivalent:

MGT4495 Project Management Foundations.....3 hours

II. Required Graduate Studies: 6 Hours

RGS6035 Theory & Application of Research Methods3 hours

RGS6036 Ethics for Decision Making3 hours

Major Requirements: (6000 Level): 18 Hours

MGT6145 Foundations of Project Delivery3 hours

MGT6151 Project Value Delivery Strategy & Planning3 hours

MGT6505 Agile Project Management.....3 hours

MGT6515 Agile Frameworks.....3 hours

MGT6520 Agile Methods3 hours

MGT6525 Agile Value Delivery3 hours

III. Electives: 6 Hours

Business Administration Electives

(Selected from 5000/6000 courses with the following prefixes: ACC, BUS, ECO, FIN, MGT, MKT)

Totals: 30 Hours

GRADUATE

MASTER OF SCIENCE DATA ANALYTICS

The mission of the Master of Science in Data Analytics program is to prepare students to be competent data analysts in an organization. This program will provide a curriculum that focuses on both the application of analytical software and the fundamental techniques needed to analyze data. This program concentrates on educating students on the concepts of operations research, analytics, mathematics, statistics, and database management. The program may be completed 100% online.

A graduate with a Master of Science in Data Analytics degree will be able to:

- Understand basic concepts of probability and their application to data analytics.
- Perform basic descriptive and inferential statistics to include (but not limited to) measures of central tendency and dispersion, confidence intervals, and hypothesis tests.
- Describe the basic tenets central to designing and developing a quality database and be able to understand the role databases play in storing complex data.
- Differentiate between the various types of predictive analytical techniques that exist, and successfully apply each one to a data set and interpret the results.
- Apply the fundamental concepts of data visualization to create meaningful displays of data.
- Evaluate a research question, develop testable hypotheses, and be able to apply the correct statistical technique(s) to derive an actionable insight.
- Efficiently and effectively communicate the results of a complex analysis to senior leadership in an organization.

The minimum requirements for a Master of Science in Enterprise Analytics are:

- 18 semester hours applicable to the degree must be completed at Amberton University.
- 30 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.S. DATA ANALYTICS DEGREE PLAN

I. Program Prerequisites: 3 Hours

The prerequisite to the MS/DA program is a bachelor's degree in business; otherwise, the student must have taken the following course or its equivalent:

BUS3310 Competitive Business Analysis..... 3 hours

II. Required Graduate Studies: 6 Hours

RGS6035 Theory & Application of Research Methods 3 hours

RGS6036 Ethics for Decision Making 3 hours

III. Major Requirements: (5000/6000 Levels): 15 Hours

COM5469 Managerial Communication 3 hours

MGT6460 Applied Business Analytics 3 hours

MGT6785 Applied Predictive Analytics 3 hours

MGT6790 Applied Database Management 3 hours

MGT6795 Applied Storytelling & Visualization 3 hours

IV. Elective: 9 Hours

Business Administration 9 hours

*(Selected from 5000/6000 level courses with the following prefixes: BUS,
ECO, FIN, MGT, MIS, MKT)*

**Totals: 30 Hours
(Excluding Program Prerequisites)**

GRADUATE

MASTER OF SCIENCE FAMILY STUDIES

The Master of Science in Family Studies is an interdisciplinary degree offered on campus and on-line, emphasizing family life education. The mission of the Master of Science in Family Studies program is to offer students a multidisciplinary degree program which utilizes curriculum from counseling and human behavior and development to prepare students for employment in settings such as social service agencies, religious institutions, parent education programs, juvenile services, day care facilities, foster care programs, and retirement and/or assisted living facilities. This program educates students in research, ethics, human behavior and development, and counseling skills. Graduates will provide prevention, enrichment, and education on the family and its interaction with other social systems in a wide range of organizations. The degree is offered with an optional specialization in Christian Counseling Both tracks may be completed through a combination of online and classroom courses or 100% online..

A graduate with a Master of Science in Family Studies will be able to:

- Communicate the emotional, social, and developmental issues in the lifespan of families.
- Articulate clearly and concisely the various theories of family development.
- Communicate effectively with diverse cultures regarding family development.
- Develop and apply a framework to identify family issues and alternative solutions.
- Evaluate and apply ethical principles in dealing with family issues.
- Articulate and ethically conduct research appropriate to family studies.

A MS/FS graduate with a specialization in Christian Counseling will be able to:

- Articulate a personal model of Christian counseling based on the integration of Christian principles and accepted counseling practices.
- Apply a personal model of Christian counseling to a given case study.
- Identify and comprehend contemporary theories and research in the field of human development.
- Illustrate the importance of confidentiality and Informed Consent as necessary ethical and legal components of the counseling relationship.

The minimum requirements for a M.S. in Family Studies are:

- 24 semester hours applicable to the degree must be completed at Amberton University.
- 36 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

This program does not lead to licensure as a Licensed Professional Counselor. Students seeking a program with the academic requirements for L.P.C. licensure in the State of Texas should select the Master of Arts in Clinical Mental Health Counseling.

GRADUATE

M. S. FAMILY STUDIES DEGREE PLAN TRACK A

I. Required Graduate Studies: 6 Hours

RGS6035 Theory & Application of Research Methods	3 hours
RGS6036 Ethics for Decision Making	3 hours

II. Major Course Requirements: 18 Hours

CSL6765 Crisis Counseling	3 hours
CSL6801 Life Span Development	3 hours
HBD6767 Family Studies	3 hours
HBD6768 Aging & End of Life Issues	3 hours
HBD6769 Human Sexuality	3 hours
HBD6771 Conflict Management & Resolution	3 hours

III. Counseling Electives: 12 hours*

Totals: 36 Hours

* Pre-practicum and practicum courses may not be used to fulfill counseling electives.

TRACK B SPECIALIZATION IN CHRISTIAN COUNSELING

Complete Requirements listed under I and II as noted above. In addition, the following courses are required:

III. Specialization Requirement: 9 Hours

CSL6720 Christian Counseling
CSL6730 Family Life Ministry
CSL6860 Practical Experience in Christian Counseling

IV. Specialization Elective - 3 Hours Selected From:

CSL6740 Counseling Ethics
CSL6782 Theories & Methods of Counseling
CSL6825 Marriage & Family Therapy
CSL6832 Multicultural Counseling

GRADUATE

MASTER OF SCIENCE HUMAN RELATIONS AND BUSINESS

The Master of Science in Human Relations and Business provides students with expertise in an interdisciplinary degree focused on blending the disciplines of human relations and business. The adaptable curriculum, offered on-campus and on-line, draws from the fields of business, communications, human development, counseling, and human resources and training. Graduates will fill professional roles requiring expertise in business and human relations skills such as healthcare, communications, human resources, education, and training. The mission of Master of Science in Human Relations and Business is to prepare students for professional careers requiring knowledge and skills in business, management, and human relations through a curriculum that balances the demands of business with the art of leading people. The program may be complete through a combination of onground and online courses or 100% online.

A graduate with a Master of Science in Human Relations and Business will be able to:

- Critically analyze and synthesize business situations and provide appropriate leadership courses of action.
- Identify and describe successful communication channels and/or techniques used in organizations.
- Exhibit and apply knowledge of business and human relations concepts.
- Define ethical responsibilities and issues of human relations within business organizations and evaluate appropriate action(s).
- Conduct relevant research in the study of human behavior and organizational variables.
- Speak and/or write clearly, concisely, and analytically.

The minimum requirements for a Master Science in Human Relations and Business are:

- 24 semester hours applicable to the degree must be completed at Amberton University.
- 36 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.S. HUMAN RELATIONS AND BUSINESS DEGREE PLAN

I. Required Graduate Studies: 6 Hours

RGS6035 Theory & Application of Research Methods	3 hours
RGS6036 Ethics for Decision Making	3 hours

II. Major Requirements: (5000/6000 Levels) 30 Hours

A. Business Administration Courses	9 Hours
(Selected from ACC, BUS, ECO, FIN, MGT, MKT)	
B. Communication Courses	6 Hours
C. Counseling, Human Behavior and Development, Human Resources and Training, Psychology Courses	9 Hours
D. Electives: (5000/6000 Levels)	6 Hours

Totals: 36 Hours

Graduate certification may be completed while fulfilling degree requirements. See the University web site for a listing of certifications offered.

GRADUATE

MASTER OF SCIENCE HUMAN RESOURCE MANAGEMENT

Human resource management (HRM) is the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them. As a field, HRM has undergone many changes over the last twenty years, giving it an even more critical role in today's organizations. Strategic human resource has evolved into more business responsibilities in the organization. HRM practitioners are seen as a partner in organizational success, as opposed to a necessity for legal compliance or compensation. Strategic HRM utilizes the talent and opportunity within the human resource department to make other departments stronger and more effective. Strategic human resource management aligns with the goals of other departments and overall organizational goals. The mission of the Master of Science Human Resource Management program is to provide educational experiences that align with the Society for Human Resource Management (SHRM) in human resource content areas as well as the human resource competencies necessary to be qualified as a professional Human Resources Practitioner. The Society for Human Resource Management (SHRM) has acknowledged that Amberton University's Master of Science in Human Resource Management is fully aligned with SHRM's HR Curriculum Guidebook and templates. The MS-HRM can be completed 100% online.

A graduate with a Master of Science in Human Resource Management will be able to:

- Manage complex operational and strategic issues in both public and private contexts and evaluate Human Resources Theories, programs, and practices.
- Develop and learn to become strategic partners with senior management as they compete in a global workplace and interpret cultural dimensions and global knowledge to drive organizational performance.
- Create guidelines for conduct and behavior expectations to enhance employee engagement and analyze legal, ethics, and corporate responsibility and the impact in organizations.
- Investigate and illustrate best practices in talent development, global human resources, business leadership, and communication.
- Integrate how to resolve conflict, develop and employ performance appraisals, and train employees in a diverse workplace.
- Utilize metrics and systems to strategically develop human capital and maximize employee productivity and performance, grow to become a leader among leaders in the field of human resources, and appraise and create innovative human resource strategies for various business environments to maximize organizational effectiveness.

The minimum requirements for a Master of Science in Human Resource Management are:

- 24 semester hours applicable to the degree must be completed at Amberton University.
- 36 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

MS HUMAN RESOURCE MANAGEMENT DEGREE PLAN

I. Required Graduate studies: 6 Hours

RGS6035 Theory & Application of Research Methods	3 hours
RGS6036 Ethics for Decision Making	3 hours

II. Major Requirements (5000/6000 Levels): 30 Hours

COM6303 Communicating for Results in Organizations.....	3 hours
MGT6172 Human Resource Management Law	3 hours
MGT6175 Management Responsibilities and Practice	3 hours
MGT6176 Compensation and Benefits Management	3 hours
MGT6177 Human Resource Management	3 hours
MGT6220 Managing the Global Workforce	3 hours
MGT6430 Advanced Performance Management	3 hours
HRT6565 Development of Training Programs.....	3 hours
HRT6585 Facilitation and Consultation	3 hours
MGT6485 Human Resource Management Applications (Capstone).....	3 hours

Totals: 36 Hours

GRADUATE

MASTER OF SCIENCE HUMAN RESOURCE TRAINING AND DEVELOPMENT

The Master of Science in Human Resource Training and Development prepares students to assess learning needs, design and deliver training programs and establish evaluation methodologies within organizations. Graduates will fill leadership positions in human resources, training and development, recruiting and staffing, team development and consulting roles in both public and private settings. The degree program is completed through a mix of on-campus and online courses or 100% online. The mission of the Master of Science in Human Resource Training and Development program is to provide students with a curriculum that educates them in workplace solutions that will inspire, innovate, and engage outstanding performance in the field.

A graduate with a Master of Science in Human Resource Training and Development will be able to:

- Comprehend and apply training methodologies within an organizational context.
- Develop a comprehensive evaluation system to assess training program effectiveness.
- Exhibit effective communication skills in an organizational context.
- Analyze and defend a position relevant to a discipline related topic.
- Critique ethical concepts and methodologies for making decisions.
- Assess research methods in the study of human behavior, learning, and organizational variables.

The minimum requirements for a Master of Science in Human Resource Training and Development are:

- 24 semester hours applicable to the degree must be completed at Amberton University.
- 36 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

GRADUATE

M.S. HUMAN RESOURCE TRAINING AND DEVELOPMENT DEGREE PLAN

I. Required Graduate Studies: 6 Hours

RGS6035 Theory & Application of Research Methods	3 hours
RGS6036 Ethics for Decision Making	3 hours

II. Major Requirements (5000/6000 Levels): 24 Hours

Communication (Any 5000/6000 COM course).....	3 hours
Human Resource Training (HRT)	18 hours
MGT6177 Human Resource Management	3 hours

III. Electives (5000/6000 Level) from Any Discipline: 6 hours

Totals: 36 Hours

GRADUATE

MASTER OF SCIENCE MANAGERIAL SCIENCE

The Master of Science in Managerial Science degree is designed for individuals who have achieved success in their careers and anticipate or have received a promotion to a leadership position. The mission of the Master of Science in Managerial Science program is to prepare students for leadership and management roles that require sophisticated application of people skills in an ever-changing business environment by educating them in management, organizational and human behavior, and communications. Degree goals are achieved through multi-disciplinary studies in management, organizational leadership, and communications. Graduates will fill leadership and management roles that require sophisticated application of people skills in an ever-changing business environment. The degree program is offered through a mix of on-campus or on-line courses or 100% online.

A graduate with a Master of Science in Managerial Science will be able to:

- Integrate and apply key management concepts and techniques within an organizational context.
- Exhibit effective communication skills in a leadership setting.
- Comprehend, synthesize and apply management concepts and techniques within a real-world organizational environment.
- Develop a comprehensive skills self-assessment, application, and evaluation for leadership development.
- Evaluate ethical concepts and methodologies for making ethical decisions.
- Conduct relevant research in the study of management.

The minimum requirements for a Master of Science in Managerial Science are:

- 24 semester hours applicable to the degree must be completed at Amberton University.
- 36 semester hours for a degree.
- A minimum cumulative grade point average (GPA) of 3.00 is required.

DEGREE PLAN

I. Required Graduate Studies: 6 Hours

RGS6035	Theory & Application of Research Methods	3 hours
RGS6036	Ethics for Decision Making	3 hours

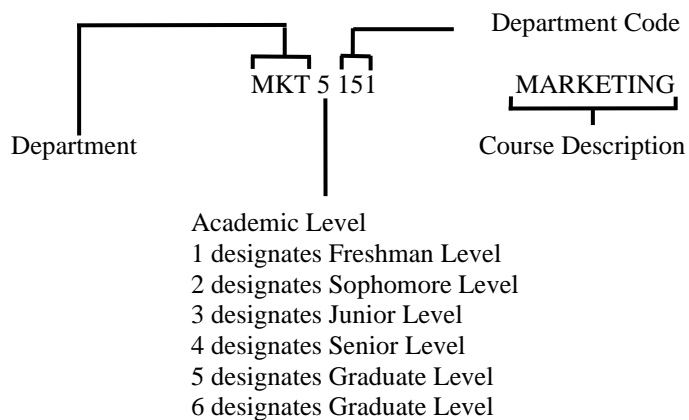
II. Major Requirements (5000/6000 Levels): 30 Hours

HBD6776	Leadership Theories/Practices	3 hours
HRT6560	Organizational Culture.....	3 hours
HRT6570	Leadership and Team Development	3 hours
	Communication (Any 5000/6000 COM course)	3 hours
	Management (MGT).....	18 hours

Totals: 36 Hours

EXPLANATION OF COURSE OFFERINGS

New courses as well as course changes are included in this edition of the catalog. Students pursuing a degree under a previous edition of the catalog should refer to that edition to determine course requirements for their degree. Courses are designated by department name and number along with a descriptive title.



A list of graduate courses and course competencies begins in the following section.

GRADUATE ACADEMIC

Admission Standards

Course Load

Grades

Academic Performance

Applying for Graduation

Degree Requirements

Degree Programs

Course Offerings

Course Listing

Course Competencies

GRADUATE COURSE LISTING INDEX

BUSINESS ADMINISTRATION

	<i>BUSINESS ADMINISTRATION - ACCOUNTING</i>	
ACC6036	Ethics for Accountants	147
ACC6120	Accounting Information Systems	147
ACC6130	Financial Statement Analysis	147
ACC6135	Data Analytics for Accountants	148
ACC6155	Advanced Managerial Accounting	148
ACC6165	Tax Planning and Research	148
	<i>BUSINESS ADMINISTRATION - BUSINESS</i>	
BUS5110	International Business	149
BUS5425	Entrepreneurship	149
BUS5460	Customer Service Best Practices	149
	<i>BUSINESS ADMINISTRATION - ECONOMICS</i>	
ECO6140	Managerial Economics	168
ECO6250	Global Economic Issues	168
	<i>BUSINESS ADMINISTRATION - FINANCE</i>	
FIN5250	Corporate Finance	169
FIN6186	Managerial Finance	169
FIN6290	International Finance	170
	<i>BUSINESS ADMINISTRATION - MANAGEMENT</i>	
MGT5172	Designing Competitive Organizations	180
MGT5193	Negotiation Skills for Managers	180
MGT5203	Operations Management	180
MGT5350	Essential Soft Skills	181
MGT5620	Managing Virtual Teams	181
MGT5650	Contemporary Management Issues	182
MGT5670	Executive Leadership	182
MGT5690	Managing the Generations	182
MGT5720	Critical Thinking	183
MGT5750	Servant Leadership	183
MGT6106	Law Application for Managers	184
MGT6145	Foundations of Project Delivery	184
MGT6151	Project Value Delivery Strategy & Planning	185
MGT6152	Project Performance Management	185
MGT6153	Project Uncertainty, Measurement & Delivery Models	185
MGT6154	Project Delivery Applications	186
MGT6172	Human Resource Management Law	186
MGT6174	Issues in Organizational Staffing	187
MGT6175	Management: Responsibilities & Practices	187
MGT6176	Compensation and Benefits Management	188
MGT6177	Human Resource Management	188
MGT6203	Strategic Management	189
MGT6220	Managing the Global Workforce	189
MGT6430	Advanced Performance Management	190
MGT6450	Competitive Marketing Analytics	190
MGT6460	Applied Business Analytics	191
MGT6470	Operations Analytics	191
MGT6480	Predictive Human Resources Analytics	192
MGT6485	Human Resource Management Applications	192
MGT6490	Enterprise Analytics	193
MGT6505	Agile Project Management	193
MGT6515	Agile Frameworks	193
MGT6520	Agile Methods	194

GRADUATE

COURSE LISTING INDEX (Cont'd.)

<i>BUSINESS ADMINISTRATION - MANAGEMENT</i>	
MGT6525	Agile Value Delivery 194
MGT6705	Innovation 195
MGT6755	Entrepreneurship Implementation 195
MGT6785	Applied Predictive Analytics 195
MGT6790	Applied Database Management 196
MGT6795	Applied Storytelling & Visualization 196
<i>BUSINESS ADMINISTRATION - MARKETING</i>	
MKT5260	Digital Marketing Foundations 196
MKT5270	eCommerce & Web Analysis 197
MKT5280	Digital Advertising and New Media 197
MKT6210	Marketing Management in a Competitive World 198
MKT6230	International Marketing 198
MKT6450	Competitive Marketing Analytics 199
COMMUNICATION	
COM5401	Public Speaking 150
COM5405	Persuasion 150
COM5407	Nonverbal Communication 151
COM5445	Public Relations 151
COM5447	Critical Analysis of The Media 152
COM5469	Managerial Communication 152
COM6303	Communicating for Results in Organizations 152
COM6420	Cultural Communication 153
COUNSELING	
CSL6720	Christian Counseling 153
CSL6730	Family Life Ministry 154
CSL6740	Counseling Ethics 154
CSL6745	School Counseling Ethics 154
CSL6760	Addiction Counseling 155
CSL6765	Crisis Counseling 155
CSL6770	Advanced Counseling Ethics 156
CSL6779	Counseling in Schools 157
CSL6780	Professional Counseling Orientation 157
CSL6782	Theories & Methods of Counseling 157
CSL6792	Couples Therapy 158
CSL6794	Principles and Methods of Sex Therapy 158
CSL6796	Adult/Geriatric Psychopathology & Treatment 159
CSL6798	Child/Adolescent Psychopathology & Treatment 159
CSL6800	Counseling Assessment Techniques 160
CSL6801	Life Span Development 160
CSL6803	Career Counseling & Guidance 161
CSL6805	Group Counseling & Therapy 161
CSL6825	Marriage & Family Therapy 162
CSL6830	Counseling Skills & Techniques 162
CSL6832	Multicultural Counseling 162
CSL6833	Counseling Children and Adolescents 163
CSL6835	Play Therapy 163
CSL6837	Strategies for Behavioral Interventions 164
CSL6839	Pre-Practicum 164
CSL6840	Practicum I 165
CSL6845	Practicum II 165
CSL6850	Practicum III 166
CSL6860	Practical Experience in Christian Counseling 166
CSL6870	School Counseling Practicum I 166
CSL6875	School Counseling Practicum II 167
CSL6880	School Counseling Practicum III 167

GRADUATE

COURSE LISTING INDEX (Cont'd.)

HUMAN BEHAVIOR AND DEVELOPMENT

HBD5173	Organizational Behavior	170
HBD5721	Sex Roles in Business & Society	171
HBD5722	Developing Human Potential	171
HBD5725	Psychology of Adjustment	171
HBD5735	Human Resource Inventory	172
HBD5759	Stress Management	172
HBD5890	Motivation for Success.....	173
HBD5895	Power of Love & Relationships	173
HBD6767	Family Studies.....	174
HBD6768	Aging and End of Life Issues.....	174
HBD6769	Human Sexuality.....	174
HBD6771	Conflict Management & Resolution.....	175
HBD6776	Leadership Theories/Practice	175

HUMAN RESOURCES AND TRAINING

HRT6550	Adult Learning in The Workplace.....	176
HRT6555	Emerging Issues in HRT	176
HRT6560	Organizational Culture	176
HRT6565	Development of Training Programs	177
HRT6570	Leadership and Team Development.....	177
HRT6575	Organizational Change.....	178
HRT6585	Facilitation and Consultation	178
HRT6590	Diversity, Equity & Inclusion Foundations.....	179
HRT6595	Diversity, Equity & Inclusion Implementation	179

PSYCHOLOGY

PSY5735	Perspectives on Death/Dying	199
---------	-----------------------------------	-----

REQUIRED GRADUATE STUDIES

RGS6035	Theory & Application of Research Methods.....	199
RGS6036	Ethics for Decision Making.....	200

ETHICS FOR ACCOUNTANTS

ACC6036

(ETHICS FOR ACCOUNTANTS)

(Formerly ACC4036-moved to graduate level)

The Ethics for Accountants course assists students in examining ethical dilemmas faced by those in the accounting profession. Students will develop a framework for ethical reasoning that provides for integrity, objectivity, and independence and professional skepticism. Using case studies and other methods, students will explore professional values and attitudes and resolve situations that are in the best interest of the public and the profession.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying stakeholders and their influence on accounting decisions.
- Understanding the implications of ethical reasoning in the accounting profession.
- Developing a decision model/framework for accounting ethics.
- Applying a decision model/framework for ethical reasoning.
- Understanding the importance of professional skepticism.
- Understanding the significance of independence.
- Understanding the design of corporate governance and the importance of ethics.
- Evaluating the impact of ethics and professional judgment in accounting.
- Reviewing the professional responsibility of auditors.
- Understanding the ethics of tax accounting.
- Understanding the ethics of managerial accounting.
- Understanding the ethics of the accounting firm.
- Describing the AICPA Rules of Professional Conduct.
- Analyzing the types of potential fraud impacting financial statements.
- Reviewing the legal, regulatory, and professional obligations of auditors.
- Describing the types of earnings management that are possible.
- Analyzing ethical leadership.

ACCOUNTING INFORMATION SYSTEMS

ACC6120

(ACCOUNTING INFO SYSTEMS)

The Accounting Information Systems course assists in developing an understanding of the role accounting information systems plays in businesses. The course will place an emphasis on internal controls surrounding transactions cycles of the accounting process that are both computerized and non-computerized, and their relationship to the information system of the organization. The course will also provide conceptual overviews of cloud computing and risk management of accounting data.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the ethical relationships to accounting information systems in organizations.
- Evaluating the interrelationships of business process and the accounting information systems.
- Evaluating types of accounting information systems.
- Identifying key provisions of the Sarbanes-Oxley Act of 2002 related to international controls.
- Identifying major business processes and related controls.
- Describing the limitations of internal controls.
- Defining internal control and applying COSC internal control framework to identify risks and controls.
- Explaining implications of an entity using a service organization.
- Explaining the role of IT within the organization.
- Describing entity's IT environment and its impact on the financial reporting.
- Describing IT-related risks.
- Identifying technological trends, applications, and their uses in audit and assurance services.
- Demonstrating awareness of IT risks and their related business impact.
- Recognizing the basics of cybersecurity and risk management.
- Defining and applying enterprise risk management (ERM) within the context of the COSO ERM framework.

FINANCIAL STATEMENT ANALYSIS

ACC6130

(FINANCIAL STMT ANALYSIS)

The Financial Statement Analysis course uses publicly available financial statements and other available information to perform an evaluation of performance. Techniques for developing an understanding of the industry and business risks will be taught. Students will focus on developing expectations and understanding the interaction of decisions on financial statement ratios.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying, calculating, and analyzing a variety of measures to assess an entity's financial performance using appropriate technology.
- Computing and analyzing financial statement ratios and other metrics using appropriate technology and interpreting the effect of transactions on the metrics.
- Evaluating accounting disclosures for consistency.
- Identifying government requirements for public traded companies.
- Comparing and evaluating the financial position, cash flow, and profitability of companies within an industry using various techniques.
- Performing a risk analysis on a company.
- Developing expectations regarding implications of financial decision making on the financial statements.

GRADUATE

- Developing expectations of business risks based on research.
- Evaluating key components of the 10-K and other required SEC filings.
- Evaluating Environmental, Social, and Corporate Governance (ESG) issues related to financial disclosures and company performance.

DATA ANALYTICS FOR ACCOUNTANTS (DATA ANALYTICS ACCT)

ACC6135

The Data Analytics for Accountants – Students will develop a framework for using data analytics to increase efficiency, manage risk, and identify process improvements for their organizations and clients. Students will work through case studies related to financial accounting, managerial accounting, internal auditing, and auditing to expose them to uses of descriptive, diagnostic, predictive, and prescriptive analytics.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining main logical thinking concepts related to financial data analytics.
- Exploring main components of financial data and extract-transform-load (ETL) processes.
- Explaining main concepts of data mining related to financial data.
- Describing and performing data analysis concepts and models.
- Demonstrating ability to extract, transform, and load data.
- Determining and interpreting appropriate predictive and prescriptive analysis.
- Describing and performing data visualization techniques.
- Demonstrating ability to communicate accounting data analysis results.
- Demonstrating awareness of data ethics issues.
- Demonstrating knowledge of, and the essential ability to respond to change in the world of digital tools and technologies.
- Demonstrating problem solving skills utilizing data analysis for various accounting case studies.
- Reviewing trends in data analysis.

ADVANCED MANAGERIAL ACCOUNTING (ADV MANAGERIAL ACCTNG)

ACC6155

The Advanced Managerial Accounting course will focus on problem solving for managerial accounting issues. Students will prepare for the role accountants have in planning and control of the organization. Students will also develop knowledge about and develop proficiencies in efficient techniques in analysis for decision making using cost information and economic insight. Students will also develop effective ways to communicate results and uphold ethical principles.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding cost concepts, terminology, and measurement techniques for managers.
- Designing and interpreting the results of a Key Performance Indicators (KPI) dashboard.
- Applying What-If analysis assumptions.
- Demonstrating ability to apply logical thinking to interpret and create conditional statements and apply relational concepts.
- Understanding the behavioral implications in the organization relating to the budget.
- Preparing a cash budget.
- Integrating economic theory into pricing decisions.
- Evaluating investment projects.
- Performing a cost volume profit analysis.
- Evaluating stakeholder's interests and recommending a course of action by developing relevant questions, examining bias, calculating probabilities and weighting, and comparing and engaging alternative and iterative analysis.

TAX PLANNING AND RESEARCH (TAX PLANNING & RESEARCH)

ACC6165

The Tax Planning and Research course will prepare students to engage in tax research and planning. Students will utilize the Internal Revenue Code, regulations and rulings, judicial interpretations, and tax research services to develop responses to tax problems faced by businesses.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Explaining the hierarchy in tax guidance.
- Explaining taxation of sole proprietors.
- Explaining eligibility requirements for an S corporation election and related concepts.
- Describing concepts related to the taxation of limited liability companies.
- Describing concepts related to tax planning for an S Corporation.
- Describing concepts related to tax planning for partnerships.
- Demonstrating knowledge of consolidated return concepts.
- Describing and evaluating tax accounting methods for different business entities.
- Explaining how tax compliance filings impact financial statement reporting.
- Describing tax-exempt status and unrelated business income (UBI) concepts.
- Identifying the ethical considerations specific to tax planning and research.
- Recalling the different types of tax-exempt organizations and federal reporting requirements.
- Performing computerized tax research.
- Communicating tax research results effectively.
- Evaluating common tax situations faced by businesses.

INTERNATIONAL BUSINESS (INTERNATIONAL BUSINESS)

BUS5110

The course addresses the challenge of global competition by analyzing management, marketing, financial, and production activities in foreign markets. Economic, cultural, legal, political, labor, market, and other environmental factors that have an impact on international business strategies are examined.

CAVEAT: No graduate credit will be awarded if BUS4110 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing the reasons and methods for entering international markets.
- Researching international markets and assessing business opportunities and risks.
- Adapting human resource programs to meet the needs of workers and management in a variety of countries and cultures.
- Assessing the differences in consumer and organizational buying behavior in different countries and cultures.
- Developing marketing strategies for products and services in different countries and cultures.
- Analyzing the effects of location, topography, and climate on international trade.
- Understanding the implications of culture including attitudes, beliefs, religions, technologies, and levels of education on international business.
- Describing the political, economic, and cultural motives behind governmental intervention in international trade.
- Discussing how international institutions, both governmental and nongovernmental, impact the conduct of international trade.
- Determining the effects of currency control, wage and price controls, and quotas on international trade.
- Evaluating the issues of standardization, distribution, and pricing in an international environment.
- Understanding export and import practices and procedures, including the use of letters of credit, bills of lading, and means of export financing.
- Discussing techniques for evaluating and controlling global operations.
- Assessing the design requirements for production systems in different countries and cultures.
- Analyzing alternative organizational structures for global businesses.
- Identifying and discussing ethical issues in the global marketplace.
- Identifying and evaluating how international business has evolved in the 21st century.
- Exploring the theories of international trade and investment.
- Evaluating the impact of the international monetary system and balance of payments on business strategies.

ENTREPRENEURSHIP (ENTREPRENEURSHIP)

BUS5425

The Entrepreneurship course analyzes how to plan, implement, and evaluate a new business venture. It explores the risks and uncertainties faced by new entrepreneurs, and how to utilize the organization's strengths and opportunities to achieve success. The course looks at various aspects of business including management, marketing, human resource management, legalities, and finance; and how each of these areas are integrated in a business unit. Finally, Entrepreneurship evaluates new trends within industries, current events, and provides the student with an in-depth understanding of the drivers within today's business environment.

CAVEAT: No graduate credit will be awarded if BUS4425 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Synthesizing, defining and outlining the roles of entrepreneurship.
- Comparing and contrasting various business models and the importance of strategy.
- Applying SWOT Analysis to assess internal and external market forces
- Appraising industry market analysis and its importance in competition and gaining a competitive advantage.
- Understanding each of the business functions (marketing, financial, legal, management, human resources, etc.)
- Identifying the different types of legal entities and their advantages or disadvantages in starting a new venture.
- Defining franchising and discovering the various types of franchising.
- Understanding various negotiating tactics and how to effectively implement these in a negotiation setting.
- Assessing business strategies and developing an effective strategy that implements business ethics and social responsibility.

CUSTOMER SERVICE BEST PRACTICES (CUSTOM SERVICE BEST PRAC)

BUS5460

This course is designed to provide a broad foundation of the principles and practices for the student who interacts directly with or supervises customer service in a variety of industries. The course meets the requirements as a graduate level Business Administration elective, as well as serving as one of the four required courses for a Graduate Certificate in Customer Service. This course provides a specific focus on critical thinking and decision-making skills to enable students from various levels of customer service experience to be successful in this field.

CAVEAT: No graduate credit will be awarded if BUS4460 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating consumer behavior, including why consumers behave in the manner they do and how to relate to their situation.
- Assessing the importance of effective communication and "people skills" in building relationships.
- Evaluating various types of conflict and identifying and applying a strategic solution that is appropriate for each situation.

GRADUATE

- Assessing the importance of ethical conduct, its value to the company, individual development, and demonstrating the ability to adhere to these standards when dealing with consumers.
- Demonstrating how personal motivating factors and personal skills support employee development.
- Demonstrating an understanding of stressors within the workplace, how to effectively deal with them, and how to minimize their negative effects.
- Evaluating the impact of diversity training programs on successful customer service.
- Applying effective cross-cultural communication.
- Applying an understanding of the theoretical perspectives of discrimination and affirmative action.
- Practicing the importance of seeing the customer's perspective and making appropriate adjustments to create a win-win situation.
- Demonstrating and practicing empathy.
- Applying critical thinking skills including the ability to learn, to reason, to think creatively, to make decisions, and to solve problems using critical thinking.

PUBLIC SPEAKING (PUBLIC SPEAKING)

COM5401

The course helps students become effective public speakers by requiring them to research, to outline, and to present speeches. Students will also learn how to analyze and critique the presentational skills and techniques of other speakers.

CAVEAT: No graduate credit will be awarded if COM3401 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Writing effective speech introductions which include startling statements, questions, anecdotes, quotes, suspenseful illustrations, and personal references.
- Creating memorable conclusions which include a summary and illustrations, emotional appeals, humor and challenges.
- Locating material for a speech using EBSCO and other scholarly sources in the on-line library and correctly documenting those sources within a speech outline.
- Composing a speech outline which demonstrates excellent organizational skills which thoroughly develop the topic.
- Choosing language that appeals to the five senses: sight, hearing, feeling, smell, and taste.
- Integrating illustrations within a speech which include vivid imagery.
- Applying the nonverbal research to present an effectiveness speech including eye contact, good postures, appropriate gestures, and occasional movement.
- Analyzing a speaker's nonverbal effectiveness: eye contact, postures, gestures, facial expression, and movement.
- Presenting a speech with enthusiasm, energy, spontaneity, and communicativeness.
- Evaluating organizational patterns to determine which one is appropriate for an informative speech: topical, spatial, or chronological.
- Selecting and utilizing appropriate organizational patterns for informative speeches such as lectures or demonstrations.
- Evaluating and selecting appropriate organizational patterns for a persuasive speech: problem/solution, comparative advantage, and criteria/satisfaction.
- Applying Aristotle's theory of persuasion including ethos, pathos, and logos.
- Utilizing emotional, logical, and credible appeals in a persuasive speech.
- Analyzing an audience and writing a speech that specifically addresses the issues that concern the group with credibility.
- Delivering a speech that shows the audience relevancy through timeliness, proximity, and impact.
- Developing a personal code of ethics for public speaking.

PERSUASION (PERSUASION)

COM5405

The course presents the major theories of persuasion and helps students apply them. Key topic areas include credibility, motivation, social campaigns, manipulation, and audience analysis, and adaptation.

CAVEAT: No graduate credit will be awarded if COM4405 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Comparing and contrasting persuasive theories.
- Describing the different kinds of fallacies.
- Identifying, describing, and analyzing fallacious arguments in the media.
- Writing credibility arguments to persuade an audience, improving interpersonal relationships.
- Hypothesizing how emotions can be used to influence audiences.
- Using logic to support a position on a controversial topic.
- Using information literacy skills to support credibility, emotional, and logic arguments.
- Discussing methods of audience analysis and adaptation.
- Analyzing and evaluating persuasive nonverbal behaviors.
- Examining persuasive messages and speeches in politics, in organizations, and business.
- Applying the theory of the stages of a social campaign to a movement that affects business.
- Discussing and analyzing the rhetoric of a campaign.
- Analyzing the process of manipulation—the unethical side of persuasion.
- Assessing the characteristics of unethical manipulators.
- Determining how a manipulator gains control over an audience.
- Applying information literacy skills to research unethical persuasion.

GRADUATE

- Utilizing effective argumentation skills and techniques to persuade and influence an audience.
- Developing a personal code of ethics for the persuasion.

NONVERBAL COMMUNICATION (NONVERBAL COMMUNICATION)

COM5407

The course investigates the impact of nonverbal behavior on the communication process. It explores how the environment, space, dress, appearance, movement, facial expressions, eye behavior, and chronemics affect communication. The cultural context of nonverbal communication is considered. Special attention is given to nonverbal research and analysis.

CAVEAT: No graduate credit will be awarded if COM4407 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the different types of nonverbal behaviors: oculosics, facial kinesics, kinesics, environment, haptics, chronemics, smell, dress, and appearance.
- Describing how to locate scholarly nonverbal behavior using appropriate indexes in EBSCO and other appropriate on-line sources.
- Design a methodology and tabulate results of a nonverbal study.
- Developing a paper which presents an introduction, a literature review, designing a methodology and tabulating results and findings of a nonverbal study.
- Using analytical skills to evaluate an environment by applying the research on nonverbal environments.
- Describing the four different types of proxemic spaces: intimate, interpersonal, social, and public.
- Applying concepts of dress, appearance, eye, facial kinesics, and environment in a self-analysis paper.
- Discussing how personal appearance can be manipulated so the person looks credible, knowledgeable, and approachable.
- Evaluating the messages being sent by others nonverbal appearance.
- Describing how personality can be communicated through facial expressions.
- Discussing how pupilmetrics can help identify who is attracted to whom, what products are desirable, and which political candidates are preferred.
- Examining and explaining the role of haptics in human development from birth to death.
- Describing the role of vocalics in affecting the image of an individual.
- Studying how postural and gestural kinesics affect human interaction.
- Discussing how persuasion can be affected by kinesics.
- Applying the theories and research of nonverbal communication to analyze interactions.
- Analyzing the cultural effect on nonverbal communication.
- Comparing how different cultures communicate nonverbally and how the similarities or differences affect communication in the home, workplace or Church.
- Analyzing digital body language and the application of technology- mediated forms of nonverbal communication in the workplace, home or Church.

PUBLIC RELATIONS (PUBLIC RELATIONS)

COM5445

The course examines the messages individuals and organizations send to their respective publics. Public relations is a communication function within the organization which addresses internal and external audiences.

CAVEAT: No graduate credit will be awarded if COM4445 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the roles and the functions of Public Relations today.
- Listing and describing the various kinds of research used by the PR professional.
- Exploring how technology affects Public Relations today.
- Researching issues that affect publics utilizing appropriate on-line sources.
- Using research to write effective arguments to target specific audiences.
- Discussing the integral relationships among the audiences.
- Comparing and contrasting the advantages and disadvantages of the various media.
- Selecting appropriate media for a campaign.
- Preparing for a media interview.
- Writing internet, social media, and/or TV announcements for a publicity campaign
- Designing an event which will promote your organization and invite fund raising.
- Discussing the role of senior and upper management in influencing their organization's internal/external public relations activities.
- Discussing how public relations can affect national and international audiences.
- Describing and giving examples of public relations crises that PR professionals must anticipate.
- Developing a plan to prepare for various crises.
- Suggesting methods for handling public relations crises.
- Designing a strategy for a company or a person with a tainted image.
- Writing material that will help build the image of a client.
- Developing the goal, theme, and publicity for a campaign.
- Exploring the student's ethics as related to public relations.

CRITICAL ANALYSIS OF THE MEDIA (CRITICAL ANALYSIS: MEDIA)

COM5447

The course offers students the opportunity to understand the psychological effects of information provided through the media. Emphasis will be placed on questioning and evaluating information received as to its effects on target and non-target audiences.

CAVEAT: No graduate credit will be awarded if COM4447 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Differentiating between various types of media communication.
- Probing sources of news media communication.
- Critiquing decision-making processes in the media.
- Demonstrating the use of symbolism in media communication.
- Analyzing the psychology of group motivation in media communication.
- Describing the effects of various types of media messages on children.
- Examining the effects of the news media on the family.
- Examining the effects of the entertainment media on the family.
- Analyzing cognitive responses to media communication.
- Analyzing emotional responses to media communication.
- Critiquing the use of subliminal messages in media communication.
- Examining the effect of ratings on entertainment and news media decisions.
- Recognizing and describing ethical dilemmas in media broadcast decisions.
- Categorizing the media's obligations to the public.
- Contrasting persuasive versus informative media messages.
- Understanding how social media affects our lives.
- Examining the changes the Internet has had on traditional media.

MANAGERIAL COMMUNICATION (MANAGERIAL COMMUNICATION)

COM5469

The course explores the relationship between management and communications, providing the students with the tools to improve their organizational communication skills. Topics include effective application of managerial and communication skills, motivational theories, management theories, and communication theories.

CAVEAT: No graduate credit will be awarded if COM3469 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying and examining the communication traits of a successful manager.
- Recommending ways to build stronger relationships between management and employees, improving interpersonal relationships.
- Proposing how communication personalities might positively and negatively affect an organization.
- Recommending methods of adapting one's leadership style to the organizational environment.
- Examining how to adapt one's communication style to interpersonal relationships at the workplace.
- Comparing and contrasting managerial theories to determine their strengths and weaknesses.
- Devising strategies to motivate and to influence employees.
- Exploring how attitudes can positively or negatively influence one's work.
- Discussing how transformational and charismatic leadership influence others.
- Analyzing the bases of power within the organization and devising strategies to increase one's power and influence.
- Predicting how an employee's contributions might be improved by communication from the manager.
- Assessing the sources of conflict and proposing communication strategies to solve conflict in an organization.
- Identifying a manager's style by comparing it to communication and management.
- Exploring how ethics affects communication in the workplace.
- Researching topics relevant to management communication.
- Analyzing methods of increasing influence in the organization.
- Analyzing one's own style to determine how one is exhibiting influential and non-influential behaviors.
- Applying managerial theories to one's own style.
- Critiquing management theories and assessing how communication plays a part in their usefulness in the workplace today.
- Assessing how communication impacts management theories as reflected in their usefulness in the workplace today.

COMMUNICATING FOR RESULTS IN ORGANIZATIONS (COMM RESULTS IN ORGAN)

COM6303

The course empowers students to explore communication within organizations. The course helps the student investigate relationships, organizational cultures, work groups, online environments, training, and problems in organizations. Students learn how to analyze communication, diagnose problems, and suggest solutions.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying interpersonal communication problems within an organization.
- Discussing methods of improving relationships within organizations and the ability to support the organization.

GRADUATE

- Exploring how technology affects communication within organizations.
- Analyzing the culture of a specific corporation.
- Evaluating how the nonverbal environment and behavior affect interaction within an organization.
- Demonstrating how “corporate stories” about the history of an organization affect the communication climate.
- Discussing how the communication styles of corporate heroes and villains give insights into the corporate culture.
- Diagnosing how the corporate culture affects the public communication of an organization.
- Describing team communication within organizations.
- Differentiating between effective and ineffective communication strategies within organizational teams.
- Analyzing how conflict affects the productivity of organizational teams.
- Determining the needed skills and qualifications for a communication consultant.
- Deciding whether to use an in-house consultant or an external consultant to solve communication problems.
- Describing the different types of training and evaluating their outcome.
- Ascertaining the major communication problems that confront organizations today.
- Researching current issues that affect communication within organizations.
- Analyzing the effectiveness and ineffectiveness of corporate communication.
- Suggesting methods of improving corporate communication.
- Evaluating best practices in contemporary scholarly publications in connection with course concepts.

CULTURAL COMMUNICATION (CULTURAL COMMUNICATION)

COM6420

The course allows students to analyze how cultural differences affect communication. Students study various cultures and compare and contrast them with the American culture.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing the American culture and differentiating it from other cultures.
- Identifying and describing the subcultures within the United States.
- Explaining how core values affect cultures.
- Discussing how language influences cultures.
- Defining and discussing how culture affects the perception of reality.
- Determining the nonverbal differences among cultures.
- Identifying and discussing how nonverbal differences create misunderstanding.
- Examining sex role differences among cultures and discussing how these differences affect communication.
- Exploring and analyzing the family structures of specific cultures.
- Investigating how children are treated within cultures.
- Listing the beliefs of the world’s major religions.
- Comparing and contrasting world religions to determine how they impact cultures.
- Evaluating how religions influence the communication and the values within cultures.
- Analyzing how cultures affect domestic and international business.
- Specifying how management can overcome cultural communication barriers.
- Comparing and contrasting communication patterns of Asians, Europeans, Latin Americans, North Americans, Africans, and Middle Easterners.
- Suggesting methods of cultural adaptation in business.

CHRISTIAN COUNSELING (CHRISTIAN COUNSELING)

CSL6720

The course presents an overview of counseling from a Christian perspective, introducing key terms, theories, and concepts. It provides a basic Christian counseling model that is applicable to a wide range of issues typically encountered in the local church. The course also includes professional, ethical, and legal issues related specifically to Christian counseling.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding personal motivations and goals for providing Christian counseling.
- Examining personality development from a lifespan perspective.
- Defining key concepts and terms related to the major theories of therapy.
- Identifying and exploring the major concepts of psychoanalytic therapy in relation to Christian counseling.
- Examining the usefulness of existential therapy as it applies to the helping relationship.
- Defining and describing the advantages of person centered therapy as it pertains to ministerial counseling.
- Evaluating the use of behavioral therapy and its application to Christian counseling.
- Analyzing and applying the concepts of cognitive behavioral therapy in relation to individuals, couples, and families.
- Discussing the strengths and usefulness of reality therapy in a pastoral counseling context.
- Summarizing the contributions and clinical applications of post-modern approaches to Christian counseling.
- Exploring the therapy terms and application of family systems to congregational families and the church as a larger human system.
- Evaluating major theories of counseling and integrating them into a personal model of Christian counseling.
- Applying one’s personal model of Christian Counseling to a given case.
- Demonstrating an understanding of ethical and legal issues related to the practice of Christian counseling.
- Understanding the effects of the counselor’s personal beliefs and values on the therapeutic process.

FAMILY LIFE MINISTRY (FAMILY LIFE MINISTRY)

CSL6730

The course presents an introduction to the field of family life ministry. Focus will be on the design, development, and delivery of a comprehensive family ministry with emphasis on preventive and therapeutic resources for families in the church and in the community. The theological foundations for a ministry to families will be explored.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining family ministry and understanding the role of family life ministry in the local church.
- Discussing the major decisions a church and church leadership make before initiating a ministry to families.
- Describing a theological and biblical basis for family life ministry and the nature of the family.
- Formulating an approach to counseling in the local church for various church contexts.
- Analyzing the common barriers to family life ministry and discussing approaches to deal with those barriers.
- Formulating a plan to minister to the needs of families in the local church through the use of a congregational needs analysis.
- Identifying and discussing various forms of family life ministry that are applicable to a range of church contexts.
- Applying principles of preventive ministry with therapeutic ministry to provide a holistic approach to family needs.
- Describing family ministry as an outreach to the local community to meet the needs of families in the community.
- Evaluating the competencies and skills necessary to function as a family life minister in a local church.
- Understanding the needs of diverse family forms in the local church as they apply to the planning of a family life ministry.
- Describing the design, development, and delivery of a comprehensive family life ministry for a local church.
- Describing a parenting ministry for a congregation.
- Describing a ministry to families at various stages of the life cycle.
- Describing a ministry to marriages in a local church.

COUNSELING ETHICS (COUNSELING ETHICS)

CSL6740

The course is specifically designed to prepare graduate students to function in the formal role of a professional practitioner. Major emphasis is placed upon ethical and legal issues, standards and conditions of preparation for the professions, and role identity matters. Models of decision making are presented with emphasis on application in mental health settings.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the historical development of professions, in general, and the counseling profession specifically.
- Examining trends in the codes of ethics and ethical decision-making within the counseling profession.
- Discussing high-risk practices with clients such as social, business, and personal relationships, sexual contact with clients, and other boundary issues.
- Describing and analyzing the ethical, legal, and professional standards of the counseling and guidance profession, including local, state, and national ethical and legal codes related to mental health counselors and Christian counselors.
- Discussing confidentiality, privileged communication, duty to warn, informed consent, dual relationships, privacy, and the rights of clients in mental health and Christian counseling settings.
- Discussing ethical and professional issues specific to group counseling and group guidance in mental health settings.
- Considering the various roles and responsibilities of the counselor within mental health settings, Christian counseling settings, and the community.
- Discussing the professional Codes of Ethics for Counselors, Marriage & Family Therapists, Christian Counselors, and other specialized helping professionals.
- Explaining the ethical issues in counseling-therapy research practices in mental health settings.
- Describing the nature of professional liability, malpractice, and treatment of dangerous and difficult clients in mental health settings.
- Defining and understanding crisis intervention in the helping professions.
- Examining the differences between crisis and psychotherapy.
- Defining consultation and supervision as related to the counseling profession.
- Examining the relationship among counseling, ethics, and professional responsibility in order to promote the growth of the counselor and the counseling profession.
- Identifying ways to apply core principles, values, and qualities to guide therapist behavior and therapeutic relationships.
- Identifying and developing hard and soft skills needed for effective ethical decision-making.
- Understanding that cultural competence provides honest and fair services to those from diverse and minority population groups.

SCHOOL COUNSELING ETHICS (SCHOOL COUNSELING ETHICS)

CSL6745

The ethics related to school counseling differ in focus from that of a professional counselor. There are separate professional organizations as well as separate work environments. School Counselors work with minors in a school setting that is designed for academics. Issues that face children and adolescents on a personal-social level do impact progression in the academic areas and need counselor intervention and consultation. The Education Code is the guiding framework for school counselor's work, and it has become more complex in interpretation and implementation. Legal issues are quickly becoming a concern for school counselors as they practice in the public setting.

In this course, students develop a working knowledge of the ethical standards and codes of the school counseling profession. Students develop the ability to reason ethically and understand the tenets of laws and ethical codes pertaining to school counseling. Students explore and analyze court cases and current critical cases in school counseling. Students develop ethical strategies for handling the numerous ethical and legal issues and the numerous dilemmas that school counselors confront in their profession. Current issues such as: cyberspace and ethical use of technology,

GRADUATE

LGBTQIA+ issues, 1st Amendment rights, school counselors' role as advocates for social justice, and in the prevention of school violence are explored.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Examining trends in the codes of ethics and ethical decision-making within the counseling profession.
- Describing and analyzing the ethical, legal, and professional standards of the counseling profession, including state and national ethical and legal codes related to mental health counselors.
- Managing high risk behaviors in the school culture such as self-injurious behaviors, suicidal ideation, and potential for violence.
- Developing appropriate case notes, guidelines for court testimony, and responding to subpoenas in the role of the school counselor.
- Documenting rules and regulations for the counselor position in the public schools through the Texas Administrative Codes, Attorney General Decisions, and Federal Guidelines.
- Communicating with administrators, teachers, parents and other school personnel within legal and ethical guidelines while protecting and maintaining student confidentiality.
- Defining and understanding the role of crisis intervention and counseling in the school counseling field.
- Defining consultation and supervision as related to the counseling profession.
- Demonstrating via case studies the ability to apply ethical decision-making skills.
- Discussing confidentiality, privileged communication, duty to warn, informed consent, dual relationships, privacy, right of clients, professional liability, and malpractice in the school counseling field.
- Assessing one's own values, attitudes, and beliefs as a helping professional.
- Discussing the ethics of academic advisement of students in the public school setting.
- Communicating an understanding of the ethical guidelines concerning college admission process, college letters of recommendation and scholarship needs for the student.
- Demonstrating the best practices of student assessment for career programs and career advisement along with advocacy in selection of students for special school programs and leadership roles.
- Distinguishing between the role of the counselor in the school culture and that of a private practice setting.
- Demonstrating an understanding of best ethical practices concerning confidentiality on school campuses.
- Demonstrating the best process for data collection and its uses for the best student academic outcome.
- Explaining high stakes testing and related stressors in the school culture.
- Applying appropriate ethical guidelines to a specific school counseling case study in a constructed response essay.

ADDICTION COUNSELING (ADDICTION COUNSELING)

CSL6760

The course presents a study of alcohol and drug addiction and other troublesome compulsive behavior. An introduction to the essential components of addiction is provided. In addition, the course will include an overview of the primary aspects of addiction including, the physical and psychological effects of drug abuse and chemical addiction, the elements of psychopharmacology, the assessment and diagnosis of substance abuse and chemical dependency, the treatment of addictive disorders, and topics focused on special populations. The course in addiction counseling will be very beneficial to students enrolled in the professional counseling degree program. It is essential for students at Amberton University to have knowledge and skills conducive to working with individuals and families that suffer from alcohol and substance use and abuse. This course is designed to prepare students to function as counselors for those who have alcohol, drug, gambling, sexual, and other harmful addictions.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining addiction and tracing the history of the field.
- Identifying the major theories that attempt to explain addiction.
- Conducting alcohol and drug assessments using the SASSI, the ASI, the MAST, the DAST, and other assessment instruments.
- Examining and understanding the addiction and recovery process.
- Comprehending addiction etiology, assessment, diagnosis and treatment planning.
- Learning and understanding the biology and physiology of addiction.
- Understanding psychopharmacology as it relates to addictive behaviors.
- Comprehending the physiology and psychology of alcoholism and drug abuse.
- Assessing the relationship between the different types of addiction.
- Understanding the physiology and psychology of eating disorders.
- Synthesizing the effects of addiction, including sexual, gambling, smoking, chocolate, and other compulsive behaviors.
- Comparing and contrasting the various traditional approaches to the treatment of addiction.
- Demonstrating knowledge and understanding of the "Twelve Step Approach" in treating addictions.
- Evaluating and understanding the Social Learning and Cognitive approaches to treating addictive behaviors.
- Understanding "Relapse" and "Relapse Prevention" related to addiction.
- Examining and discussing the role of the family in treating addictions.
- Comprehending the concepts of tolerance, withdrawal, and the detoxification process.

CRISIS COUNSELING (CRISIS COUNSELING)

CSL6765

This course presents an in-depth study of crisis intervention information, skills and strategies needed for counseling professionals to provide effective mental health care to clients facing a variety of crisis situations. This course first examines the overall background, basic concepts and definitions, and theoretical models of the crisis intervention field of professional counseling. Next, this course provides a study of the essential components of crisis care and application including working with multicultural clients, basic attending skills, assessment models, case management, and crisis counseling through the use of technology. Additionally, this course provides an overview of effective crisis counseling and handling of clients dealing with a specific type of responses to crisis, including PTSD, sexual assault, family and partner violence, lethal

GRADUATE

violence, and bereavement and grief. And lastly, a critical component to this course is the in-depth review and provision of strategies needed by crisis workers with respect to the various types of crisis care-giving environments, such as, mental health care facilities, schools, hostage situations, and natural disaster areas.

This course in crisis counseling is extremely important to students enrolled in the professional counseling degree program. This course will be a required course for the state mandated curriculum changes, which will take place on August 1, 2017. Moreover, it is critical that students at Amberton University have the knowledge and skills required to effectively assist individuals, institutions, and communities impacted and affected by both man-made and natural disasters. This course is designed to prepare students to function as mental health care professionals for those affected by crisis events and situations.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Developing collaborative client relationships that promote crisis care in multiple environments.
- Defining and understanding the field of crisis counseling in historical, modern and multicultural societies.
- Understanding the concepts of crisis intervention, advocacy, and triage as applied in overall crisis care.
- Conducting effective and accurate client initial care, assessments, evaluations and referrals.
- Evaluating the social, political, and community factors that are also impacted by crisis events.
- Identifying and examining the major theories, strategies, and skills used in crisis counseling.
- Identifying and understanding the legal and ethical issues related to crisis work in various counseling institutions and crisis care environments.
- Exploring the associated care-giver issues of burnout, traumatization, and compassion fatigue.
- Comparing and contrasting the implications and various approaches to crisis telephone and internet work.
- Identifying and effectively implementing various approaches to assisting clients impacted by violence, abuse, sexual assault, and chemical dependency.
- Comparing and contrasting the implications and various approaches to conducting crisis care work both in schools and mental health care agencies.
- Comprehending and applying crisis counseling approaches that are specific to working with children versus adults.
- Understanding the critical components to assessing, diagnosing and providing care with respect to Post Traumatic Stress Disorder (PTSD).
- Understanding the differing aspects and approaches to working with both man-made and natural disaster related client issues.
- Learning about and understanding the dynamics of disaster response teams and how they are impacted and affected by crisis situations.
- Assessing crisis and providing intervention from an integrative perspective.
- Assessing and identifying the dynamics of suicide, murder, bereavement and grief for the clients and the clients support system.
- Examining the role of counseling in hostage situations.

ADVANCED COUNSELING ETHICS (ADV COUNSELING ETHICS)

CSL6770

The course is designed to provide practicing professionals with knowledge of the professional code of ethics and its application to professional services. The course fulfills the licensure requirements of the Licensed Professional Counselor and the Licensed Marriage and Family Therapist.

PREREQUISITE: CSL6740

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- In-depth examination, analysis, and application of ethics, ethical decision-making, codes of ethics, and related legal issues pertaining to the practice of professional counseling and marriage and family therapy.
- Identification of ethical issues and refining the role of the counselor to effectively meet the needs of increasingly diverse individuals and communities served by mental health professionals.
- Deciphering and connecting historical and systemic issues to the client's presenting concerns, and linking client change as an integral aspect of multiculturalism.
- Examining and determining counselor's own biases and worldview to develop knowledge, awareness, and skills to form a framework to continue personal and professional lifelong learning.
- Writing and maintaining case notes that meet clinical, ethical, legal and organizational guidelines for effective treatment, risk management, and reimbursement.
- Examining the general issues involved when working with minors including to whom counselors owe the ethical obligation of confidentiality, parental consent and legal rights, informed consent, and competency level of the minor.
- Describing specific confidentiality concerns in working with minors including the client's relationship with the parent or guardian, whether disclosure is expected to help the situation, and the severity of potential harm or injury that might result from not disclosing information.
- Assessing ethical guidelines for crisis counseling using American Counseling Association guidelines.
- Analyzing malpractice risks related to health services (e.g., managed health care; privacy, consent, hospital record access; quality and review issues; interdisciplinary relationships, and hospital privileges).
- Describing activities, procedures, and responsibilities for clinicians in private practice and in various mental health settings.
- Analyze hierarchical responsibility for medical regimes and medical liaison consultation for clients.
- Describing ethical and legal constraints/responsibilities related to multiple codes of ethics and licenses.
- Identifying and describing the process for professional responses to client complaints filed with the board(s) and timely, effective responses to potential legal actions against the counselor.
- Generating ethical guidelines and counselor, effective court testimony for the mental health practitioner.
- Describing and applying ethical guidelines related to scope of practice and competency issues for counselors in use of counseling assessments and tests including the use of objective personality tests, and cognitive/academic testing.
- Detailing ethical duty to clients pertaining to court appearances and guidelines for effective court testimony for the mental health practitioner.
- Researching, examining and applying federal and state laws that impact counselors in Texas.
- Reviewing future trends and current board actions, promote legislative awareness, and encourage professional involvement and participation in decisions and activities that impact the counseling profession.

COUNSELING IN SCHOOLS (COUNSELING IN SCHOOLS)

CSL6779

The course presents a comprehensive review of counseling in schools. Students will define the roles and functions of school counselors. Emphasis is placed on a learner-centered process that includes organizing, planning, designing, implementing, and evaluating a comprehensive counseling and guidance program. The Texas Developmental Plan as well as the American School Counseling Association Models will be reviewed as related to the school counselor job.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the roles and responsibilities of the school counselor along with other professionals in the school with regard to the guidance and counseling program.
- Demonstrating knowledge of the components of a developmental guidance and counseling program, procedures for implementing, evaluating, and modifying the developmental guidance and counseling program as necessary to meet the needs of all students.
- Demonstrating how to assess the needs of students in a school and plan a proactive program that reflects student needs.
- Applying knowledge of procedures for developing a guidance curriculum (e.g., establishing learning goals and objectives, indicators of competence, expected results, and evaluative criteria).
- Understanding the use of prevention approaches and intervention strategies to address student concerns.
- Guiding students to develop age-appropriate knowledge and skills in the areas of self-confidence, motivation to achieve, decision making and problem solving.
- Discussing effective referral procedures to facilitate the use of special programs and services.
- Explaining strategies for effective internal and external communication.
- Illustrating consultant and/or coordinator roles of school counselors.
- Demonstrating how to work collaboratively with the school community to promote the integration of the guidance and academic curriculum.
- Demonstrating personal assessment of leadership aptitudes and capabilities for school counselor on the academic leadership team.
- Demonstrating knowledge of procedures for consulting with teachers, administrators, and others to provide professional expertise and enhance their work with students.
- Applying school data to guidance curriculum development.
- Integrating national and state models into guidance curriculum development.
- Accessing national and state legislation related to school counselor job description.
- Articulating methods of school counselor accountability.
- Analyzing programs designed to develop college/career readiness.

PROFESSIONAL COUNSELING ORIENTATION (FORMERLY PROFESSIONAL COUNSELING) (PRO CNSLG ORIENTATION)

CSL6780

The course presents an introduction and overview of the counseling profession. A variety of areas are explored including professional orientation, the helping relationship, theories and skills, systems theory, group work, consultation and supervision, lifespan development, abnormal development, diagnosis, career development, research and appraisal, agency counseling, and school counseling. Multicultural aspects of counseling are stressed as well as ethical, professional, and legal issues. Emphasis will be placed on student development of personal philosophy of counseling and theoretical orientation.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the historical development of the counseling profession.
- Examining the contributions of each theory of counseling.
- Identifying issues and trends in the field of counseling.
- Understanding personality development from a lifespan perspective.
- Demonstrating an awareness of personal motivation and goals for entering the counseling profession.
- Interpreting graduate level research studies.
- Using APA standards effectively with all course assignments.
- Describing and analyzing the ethical, professional and legal issues in the counseling profession.
- Defining the roles and functions of school, agency, and mental health counselors.
- Distinguishing between counseling, guidance, and psychotherapy.
- Analyzing the contemporary models of counseling assessment.
- Examining the history of career development and vocational guidance.
- Identifying the major theoretical frameworks for group work.
- Understanding abnormal psychology reflective of the DSM-V.
- Explaining the historical trends and major theories associated with marriage and family therapy.
- Defining consultation and supervision as related to the counseling profession.
- Evaluating the aspects of counseling from a multicultural perspective.
- Understanding the referral/advocacy/triage related to the counseling profession.
- Defining and understanding crisis intervention in the helping professions.
- Examining the differences between crisis and psychotherapy.
- Developing personal philosophy of counseling.

THEORIES & METHODS OF COUNSELING (THEORIES/METHODS CNSLG)

CSL6782

The course presents the philosophical and theoretical bases of the helping process. Emphasis is placed on understanding the major counseling theories, basic helping skills, and applications to diverse populations. Techniques and methods from each counseling perspective will be demonstrated and practiced under faculty supervision. A major focus is on the application of the theories and methods of individual, group, and family counseling in schools and mental health settings. The course also includes professional, ethical, and legal issues related specifically to the counseling and guidance process.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the influence of biographical backgrounds of major counseling theorists.
- Synthesizing the contributions of each major counseling theory.
- Comprehending therapy as postulated by each of the major theorists.
- Evaluating the nature of behavior and behavior change from each model presented.
- Contrasting the concepts of mental health and mental illness as described by each theorist.
- Understanding the views of human nature from each counseling perspective.
- Assessing the relationship between therapist and client in each counseling theory.
- Demonstrating techniques and methods from each counseling perspective.
- Examining the multicultural aspects of each counseling method.
- Comparing and contrasting various therapeutic approaches to a given case study.
- Analyzing how each theory presented might be used to direct or redirect personal growth.
- Examining the ethical and moral implications of each theory.
- Synthesizing research findings about the effectiveness of therapy approaches from each counseling theory.
- Applying the theories and methods of individual, group, and family counseling in school and mental health settings.
- Illustrating the influence of each theory on the field of counseling and guidance.

COUPLES THERAPY (COUPLES THERAPY)

CSL6792

This course will focus on the theory and practice of marital therapy. Relevant theories and techniques addressing the formation, growth and renegotiation of the couple relationship will be explored. Therapeutic approaches to understanding attraction, mate selection, couples therapy along with special issues such as extra-marital affairs, divorce, and attachment will be discussed. The ethical and professional role of the therapist in the process of couple's therapy will be examined.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Examining the major theories of couple's therapy including traditional approaches, integrative approaches and post-modern approaches.
- Explain the major concepts of cognitive-behavioral couple's therapy.
- Describe the methods of clinical assessment in couple's therapy.
- Discuss the stages of couple's therapy including initial contact, assessment and developing a treatment protocol, therapeutic contracts, and conducting therapy with a couple.
- Explore strategies for restoring commitment and trust in a relationship.
- Examine strategies for building effective communication skills in the couple relationship.
- Discuss approaches to resolving conflict in marital interactions.
- Identify approaches to problem solving, decision-making and the allocation of power in decision making with couples.
- Explore the role of the family of origin in mate selection, attachment and the formation of the unconscious marriage.
- Describe the theories of attraction, mate selection and the process of pre-marital counseling.
- Describe the types of extra-marital affairs and the various treatment protocols appropriate to each.
- Explain the process of separation and divorce and the role of therapy in the decision-making and reconstruction phases.
- Discuss the impact of sexual abuse and trauma on marital interaction patterns.
- Examine the role of neurobiological process as they impact the marriage.
- Explore the role of the marriage and family therapist professionally and personally as a facilitator of growth in couple's relationships.
- Understand the AAMFT professional code of ethics and the Texas LMFT professional code of ethics in the practice of marriage and family therapy.

PRINCIPLES AND METHODS OF SEX THERAPY (PRIN/METH OF SEX THERAPY)

CSL6794

This course provides a basic introduction for counseling individuals and couples with sexual issues and concerns. Contemporary developments in human sexuality and the multiple sources of sexual problems are examined. Areas addressed include, psychological, relational, socio-cultural, and biological factors. The course is designed to provide students with the knowledge and skills necessary to assess and treat common sexual problems. Specific sexual problems such as sexual dysfunction, disorders, criminal sexual behavior, sexual trauma, pornography, sexual addiction, compulsivity, and sexual harassment are explored. Students are also challenged in their own growth and development in sexuality as they learn to teach and counsel more effectively on sexual concerns.

The course in principles and methods of sex therapy will be required for those students enrolled in the marriage and family therapy degree program. It is beneficial for students at Amberton University to have knowledge and skills essential for working with individuals and couples with sexual issues. This course will assist students in gaining an understanding of the latest developments in human sexuality and the multiple sources of sexual problem. In addition, students will become knowledgeable about the common sexual concerns and complaints of couples and individuals, including those in clinical populations.

GRADUATE

As a result of this course, students will learn to identify, assess, and treat sexual dysfunctions and problems in the context of ongoing couple therapy or individual psychotherapy. Basic intervention techniques and strategies will be developed through this course, as students acquire the ability to utilize therapeutic approaches and sex therapy techniques appropriate for working with diverse clients. Students will learn how to set and maintain appropriate boundaries while working with clients with sexual problems.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining sex therapy and tracing the history of the field.
- Assessing, evaluating, and treating compulsive and atypical sexual behavior.
- Analyzing sex therapy techniques appropriate to LGTB's and persons of diverse cultural backgrounds.
- Understanding sexual dysfunctions and problems in the context of individual, group, and couple therapy.
- Identifying issues related to both male and female sexual dysfunction and sexual disorders.
- Exploring the ethical aspects of the practice of sex therapy
- Understanding contemporary models for treatment of sexual problems.
- Assisting students in assessing their own sexuality.
- Discussing, critiquing, and integrating faith based perspectives in the practice of sex therapy.
- Analyzing and treating sexual health problems in the presence of chronic illness and lifespan challenges.
- Conducting psychosocial and psychosexual assessments related to problematic sexual behavior.
- Demonstrating knowledge of medical conditions that impair sexual functioning.
- Comprehending common sexual challenges in relationships.
- Exploring issues regarding the use of pornography.
- Identifying and assessing sexually transmitted infections and safer sex practices.

ADULT & GERIATRIC PSYCHOPATHOLOGY & TREATMENT (ADULT/GERIAT PSYCHOPATH)

CSL6796

This course presents the cognitive, affective, biological, and systemic bases of psychopathology and abnormal behavior in adults and older adults as specifically defined by the Diagnostic and Statistical Manual of Mental Disorders th5 Edition – Text Revision (DSM-5-TR). Students develop skills for psychiatric diagnostic interviewing, appropriate use of psychodiagnostic tests and assessments, conducting mental status exams, developing theoretically congruent treatment plans, and providing evidenced bases psychotherapy for adults and older adults. The course will also examine the common medical etiologies of psychopathology, normal versus abnormal aging as it relates to emotional/behavioral and personality functioning, neurocognitive decline, and the unique ethical and clinical considerations for diagnosing and treating mental illness in adults from diverse cultural backgrounds. Practical fundamentals of clinical psychopharmacology for professional counselors, and the role of professional counselors as clinical collaborators with prescribers of psychotropic medication will also be presented. This course in adult and geriatric psychopathology will satisfy the Texas State Board of Professional Counselors board rule §681.83 © (3). It is both ethically and clinically essential that students at Amberton University, who are pursuing a master's degree in professional counseling, and who wish to obtain licensure as an LPC in the state of Texas, possess knowledge and skills in the assessment, diagnosis, and treatment of adult and geriatric clients suffering from mental illnesses.

PREREQUISITE: CSL6801

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the role of systematic scientific, clinical experience, and consultative input in making treatment decisions.
- Understanding the importance of self-examination and critiquing self as an effective change agent in counseling relationships.
- Understanding basic psychopharmacological intervention with regard to the treatment of mental disorders in adult and geriatric clients.
- Demonstrating proficiency in utilizing the DSM-5-TR to apply accurate diagnostic labels to mental disorders.
- Performing a differential diagnosis while integrating an advanced understanding for psychopathology in adulthood as it relates to potential medical etiologies vs. psychiatric illness, and commonly encountered general medical, psychiatric, and neurological comorbidities.
- Conceptualizing adult psychopathology using both DSM-5-TR diagnostic criteria and counseling theory(ies) to formulate evidenced-based treatment plans.
- Understanding the ethical, legal, and clinical application of various psychological assessment instruments available for both diagnostic and treatment outcome measurement purposes.
- Understanding ethical, legal, and cultural factors related to psychiatric diagnostics, use of evidenced-bases therapeutic interventions, and treatment outcomes
- Comprehending and examining the role of physical aging in adulthood as it pertains to general physical, neurological, and neuropsychological factors associated with the clinical presentation and treatment of mental illness in adults and older adults.
- Integrating and conceptualizing the psychosocial and physical effects of end-of-life issues in adults and older adults suffering from mental illness.

CHILD & ADOLESCENT PSYCHOPATHOLOGY & TREATMENT (CHILD/ADOL PSYCHOPATH)

CSL6798

This course presents the genetic, neurodevelopmental, biological, and systemic bases of psychopathology and abnormal behavior in children and adolescents as specifically defined by the American Psychiatric Association (APA, 2022) in the Diagnostic and Statistical Manual of Mental Disorders 5th Edition – Text Revision (DSM-5-TR). Students develop skills for conducting psychiatric interviews with parents/guardians and pediatric populations, appropriate use of psychodiagnostic tests and assessments, developing treatment plans, and providing developmentally appropriate, culturally aware, and systems-based psychotherapeutic interventions. The course will also examine the unique symptom presentations and treatment approaches for pediatric populations with mental illnesses as mediated by exposure to drugs/diseases while in utero, perinatal complications, early childhood disease/injuries, parent/caretaker and peer-relationships, and trauma/chronic stress as it relates to normal versus abnormal neurodevelopment and psychological development. Additionally, this course will review the common primary medical etiologies of psychopathology and psychiatric comorbidities seen in pediatric populations, as well as contemporary theories and practice of clinical psychopharmacology in children and adolescents. This course will satisfy the Texas State Board of Professional Counselors board rule

GRADUATE

§681.83 (c) (3). It is both ethically and clinically essential that students at Amberton University, who are pursuing a master's degree in professional counseling, and who wish to obtain licensure as an LPC in the state of Texas, possess knowledge and skills in the assessment, diagnosis, and treatment of child and adolescent clients suffering from mental illnesses.

PREREQUISITE: CSL6801

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the importance of self-examination and critiquing self as an effective change agent in counseling relationships.
- Comprehending and examining the developmental theories upon the manifestation and treatment of mental disorders in child and adolescent clients.
- Understanding basic psychopharmacological intervention with regard to the treatment of mental disorders in child and adolescent clients.
- Developing comprehensive skills with regard to effective collaboration and consultation with schools, parents, and caretakers of children and adolescents.
- Demonstrating proficiency in utilizing the DSM-5-TR to apply accurate diagnostic labels to mental disorders.
- Performing a differential diagnosis while integrating an advanced understanding for the bases of neurodevelopment in relation to psychopathology in early/middle childhood, pre-adolescence, and adolescence.
- Comprehending and assessing for the most commonly encountered medical etiologies vs. primary psychiatric illness, as well as the commonly encountered general medical, psychiatric and neurological comorbidities of mental illness in children and teen.
- Conceptualizing child and adolescent psychopathology using both DSM-5-TR diagnostic criteria and counseling theory(ies) to formulate evidenced-bases treatment plans utilizing both individual counseling interventions and systemic approach.
- Understanding the ethical, legal, and clinical application of various psychological assessment instruments available for psychodiagnostics, educational diagnostics, and measurement of treatment progress and outcomes.
- Understanding ethical, legal, and cultural factors related to psychiatric use of evidenced-based therapeutic interventions, prognostics, treatment planning, and treatment outcomes.
- Comprehending and examining the role of prenatal, perinatal, early childhood, and general neurodevelopment as it pertains to mental illness in children and adolescents.
- Synthesizing and integrating the general physical psychosocial, educational, systemic, cultural, and neuropsychological factors associated with the clinical presentation and treatment of mental illness in children and adolescents.

COUNSELING ASSESSMENT TECHNIQUES (COUNSELING ASSESSMENT)

CSL6800

The course develops a framework for assessing the functioning of individuals, groups, families, or organizations. Interviews, testing, and integration of clinical information are used. Assessment tools reflecting personality, intellectual, family, educational, vocational, and social functions are used. Principles of measurement, data gathering, and interpretation are discussed. Class participation and case presentation are required. Ethics, ethnic, and cultural bias are examined.

PREREQUISITE: CSL6782

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Synthesizing the history of counseling assessment and psychological testing.
- Analyzing the contemporary models of counseling and the current issues and trends in counseling assessment.
- Explaining basic qualifications and responsibilities of both developers and users of assessment tools in various settings, including schools, families, and organizations.
- Adhering to acceptable practices when interpreting and communicating results of assessments with clients, parents/guardians, teachers, administrators, and community representatives.
- Adhering to clear, ethical and effective standards of practice when conducting assessments with diverse populations or populations with special needs.
- Using computer technology effectively in all phases of counseling assessment.
- Demonstrating effectiveness in writing assessment reports and in developing materials to be used in communicating with clients, parents/guardians, and community resources.
- Addressing the relationships among various theories and counseling assessment.
- Applying basic statistical and measurement concepts to the development and use of counseling assessment.
- Demonstrating skill in evaluating the offerings of publishers of tests and in selecting and using various sources of information and particular instruments.
- Demonstrating skill in administering tests to include managing the collection of assessment data in individual, group, family, and school settings.
- Intervening to manage test anxiety.
- Critiquing available assessment tools and approaches for their validity and reliability with particular populations.
- Identifying and using specific assessments developed for measurement of intelligence, life span development, personality, achievement, aptitude, learning styles and differences, career development, social environment, and family dynamics.
- Involving families, inter-disciplinary team members, and other community groups in using assessment to facilitate learning and development.
- Identifying and using specific assessments developed and used primarily in school settings.

LIFE SPAN DEVELOPMENT (LIFE SPAN DEVELOPMENT)

CSL6801

The course investigates the changes that occur with age and the processes underlying human growth and development throughout the life cycle. The developmental progression of the family life cycle is also explored, including physical, psychological, and social characteristics. Emphasis is

GRADUATE

placed on areas such as sensory and perceptual ability, cognitive and language development, behavioral genetics, and effects of socialization agents. Developmental and learning theories will be emphasized.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining developmental psychology.
- Detailing stages of the human life cycle.
- Understanding the contribution of genetics to life span development.
- Examining the developmental stages of the family life cycle and the family structure, including their influence on the allocation of family resources.
- Discussing prenatal development.
- Describing theories of personality development in infancy.
- Assessing motor skill development in early childhood.
- Evaluating perceptual development in early childhood.
- Analyzing theories of personality development in early and middle childhood.
- Discussing development of primary and secondary sex characteristics.
- Discussing adolescent egocentrism.
- Expanding the concept of adult maturity.
- Discussing the development of adult sexual relationships.
- Investigating theories of mid-life personality development.
- Synthesizing changes in health, sensory abilities, and mental capabilities in late adulthood.
- Evaluating psychological stages in the dying process.
- Understanding the effect of school developmental and counseling guidance programs upon societal problems.

CAREER COUNSELING AND GUIDANCE (CAREER CNSLG/GUIDANCE)

CSL6803

The course presents an in-depth study of career counseling and guidance services that focuses on occupational, educational, and personal/social issues for general and specific populations. Emphasis is on understanding and applying career counseling and guidance theories in school and non-school settings. A primary focus includes planning, designing, developing, implementing, and evaluating a career counseling and guidance program in schools and mental health settings.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying general professional/occupational areas of competence.
- Identifying theories of career counseling and guidance.
- Using a variety of self-assessment methods in career planning and development.
- Evaluating the role of career development management and the administration of career development interventions in both school and organizational settings.
- Identifying the different career stages and their relationship to development and career development theories.
- Explaining the importance of identifying functional or transferable skills and their relationship to career change and development.
- Discussing the evolving array of career development resources.
- Critically analyzing the utility of each career counseling and guidance theory.
- Identifying the major demographic, technological, and organizational trends that will affect future career planning and development.
- Understanding various types of assessments of individual career competence.
- Developing effective communication strategies for use in fostering career development in the classroom, mental health or organizational setting.
- Selecting, administering and interpreting career assessments.
- Assessing central career constructs and occupational information systems.
- Developing effective strategies for working with career issues across the life span.
- Analyzing and delivering interventions that have clear implications for practice.
- Evaluating emerging perspectives on the diversity of workforce, labor market, and modern society.

GROUP COUNSELING & THERAPY (GROUP COUNSELING/THERAPY)

CSL6805

The course examines the theory, practice, and functioning of group processes. Different types of small groups are studied, including self-help groups. Leadership, meta-communications, methods, dynamics, and facilitative skills are presented. Small group participation is included.

PREREQUISITE: CSL6782

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining the origins of group guidance, group counseling, and psychotherapy, including the leaders and time frames.
- Applying specific theories of practice to group counseling and psychotherapy.
- Applying group dynamics and processes.
- Evaluating ethical and professional guidelines for professional group leaders.
- Interpreting the progression of group stages and the relationships among the stages.
- Selecting appropriate interventions for members who present common patterns such as fear, anger, and/or violence.
- Selecting therapeutic responses when working with cultural diversity among group members.
- Managing assessments of group members for use in selection of members for planning specific strategies and techniques.
- Applying appropriate clinical interventions with selected clinical, educational, business, and/or community populations.
- Demonstrating leadership skills in both group maintenance and group facilitation.

GRADUATE

- Modeling effective group techniques for use in schools, community, or organizational settings.
- Illustrating proper administrative procedures for group counselors or therapists including effective documentation.
- Discerning when group counseling is appropriate or is preferred as a treatment modality.
- Providing and synthesizing the exchange of feedback between self and other leaders and group members.
- Applying selected models of consultation to help groups or organizations to change.
- Reviewing the nature and scope of research about group counseling and therapy.

MARRIAGE & FAMILY THERAPY (MARRIAGE/FAMILY THERAPY)

CSL6825

The course is a survey of the historical development and principal conceptualizations of marital and family therapy goals. Goals include an initial examination and comparison of various therapies currently employed in the field.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Explaining the history and development of the marriage and family therapy field.
- Reviewing the Texas Family Code relating to marriage, divorce, child custody, and abuse issues.
- Classifying the theoretical approaches to understanding marriage and the family.
- Comparing traditional individual therapy with marriage and family therapy.
- Understanding the different theories of marriage and family therapy.
- Explaining the nature of divorce, re-marriage, and blended families.
- Describing assessment instruments utilized in marriage and family therapy.
- Defining the role of the therapist in the major theories of marriage and family therapy.
- Understanding the influence of each theory in the field of marital and family therapy.
- Defining the key terms and concepts in marital and family theory.
- Understanding the Code of Ethics for marriage and family therapists.
- Reviewing the current research on marital and family therapy in the United States.
- Understanding the role and process of supervision related to the training of marriage and family therapists.
- Understanding the role of gender in marriage and family therapy.
- Understanding the role of culture and ethnicity in marriage and family therapy.

COUNSELING SKILLS & TECHNIQUES (FORMERLY ADVANCED COUNSELING SKILLS & TECHNIQUES) (CNSLG SKILLS & TECH)

CSL6830

The course presents complex, multi-faceted interventions for individuals, families, groups, and organizations. Emphasis is given to conceptualization of cases with effective interventions. Students are expected to integrate learning from CSL6782. Applications for clinical and school settings are examined.

PREREQUISITES: CSL6782

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating and demonstrating the appropriate use of techniques associated with major counseling theories.
- Evaluating and demonstrating the appropriate use of techniques associated with selected alternative and emerging therapies.
- Demonstrating skills of referral, advocacy, and triage in crisis intervention cases.
- Identifying and understanding cultural specific issues, including gender, race, ethnicity, socioeconomic, and physically challenged individuals in schools and mental health settings.
- Developing effective leadership skills to plan, implement, and evaluate a comprehensive developmental counseling and guidance program that meets the needs of all learners.
- Defining the roles and functions of counselors in schools and mental health settings, and identifying common referral resources available to school and mental health counselors.
- Describing and analyzing the ethical, professional, and legal issues in the counseling and guidance profession.
- Demonstrating both basic and advanced helping skills.
- Demonstrating skill in the management of clinical and administrative documentation.
- Assessing for difficulties in the areas of addictive behavior, depression, suicidality and/or homicidality, and violent behavior.
- Demonstrating the ability to establish collaborative and appropriate therapeutic goals with clients.
- Understanding human development as it applies to school and non-school settings and developing a comprehensive developmental guidance and counseling program that encourages all learners to achieve their full potential.
- Effectively communicating and applying one's evidenced-based personal counseling philosophy.
- Understanding advanced evaluation and ethical application of the various technologies associated with and emerging modalities for the provision of counseling services via telecounseling.

MULTICULTURAL COUNSELING (MULTICULTURAL COUNSELING)

CSL6832

The course presents an in-depth study of counseling and therapy from a multicultural perspective. Emphasis is on the unique features and concerns in working with culturally and ethnically different clients in school and mental health settings. In addition, the course focuses on the development of skills needed to work with culturally different families.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing the multicultural counseling competencies as defined by the American Counseling Association.

GRADUATE

- Analyzing major theories of multicultural counseling.
- Recognizing unique and universal characteristics of culturally diverse populations.
- Discussing sociopolitical factors such as poverty, environment, economics and how they affect families and various cultural groups.
- Understanding discrimination, prejudice, racism, and the history of oppression from a multicultural perspective.
- Discussing the psychology of gender and sexual orientation from a multicultural perspective.
- Understanding the family structure and family dynamics from a multicultural perspective.
- Understanding ways to create, maintain, and advocate for a school environment that is culturally sensitive, responsive, and inclusive to all learning environments.
- Understanding the impact of environmental influences on learners' development and achievement and facilitating learners' development of strategies that help them cope with situations that may hinder learning.
- Demonstrating an appreciation of human diversity by providing equitable guidance and counseling services for all learners and by promoting a climate of mutual respect in which students learn to value themselves and others.
- Understanding the aspects of counseling and guidance from a multicultural perspective.
- Describing cultural values, educational needs, and attitudes of culturally different clients and their relevance to learning development.
- Demonstrating the differences in assessment, evaluation, and treatment skills required when working with culturally diverse populations.
- Defining culture as it relates to multi-ethnic populations including gender and its relevance to learning development.
- Understanding multicultural counseling and guidance from the perspective of various ethnic groups.
- Demonstrating culturally appropriate approaches, skills, and strategies for various cultural groups.

COUNSELING CHILDREN AND ADOLESCENTS (CNSLG CHILDREN & ADOLESC)

CSL6833

The course addresses the major issues related to counseling children and adolescents within a developmental, familial and social framework. A conceptual model for treatment planning, clinical assessment and protocols are discussed including areas of developmental adjustment, abuse and neglect and individual interpersonal issues. Treatment approaches will include an examination of behavioral, art and play therapy options. Issues of professional practice include codes, ethical standards, documentation and safe practice counseling children and adolescents.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Thinking critically about what it means to grow up in the 21st century.
- Describing a developmental perspective for counseling with children.
- Describing a developmental perspective for counseling with adolescents.
- Exploring the relevance of growing up in an abusive and/or neglectful environment.
- Developing a conceptual framework for assessment and treatment planning with children, adolescents and their families.
- Developing a conceptual model for collaborating with social institutions and communities in providing counseling services for children, adolescents and their families.
- Developing skills sets for working both individually and in groups with children, adolescents and their families, utilizing the diagnostic criteria of Diagnostic and Statistical Manual of Psychological Disorders.
- Discussing appropriate codes and policies to provide ethical, safe counseling for children and adolescents.
- Including parents and families in the overall treatment of issues in children and adolescents.
- Clarifying protocols for addressing serious developmental, behavioral or interpersonal issues that the profession has identified as being high priority.
- Writing and maintaining appropriate documentation of counseling work with children and adolescents.
- Addressing issues related to developing one's own clinical style for counseling with children and adolescents.
- Investigating professional issues that arise across various treatment settings.
- Identifying the value of utilizing play therapy with children.
- Researching developmentally appropriate play-based therapeutic interventions to be used with children.
- Developing child-focused treatment plans that include necessary parental psychoeducational components, empowering the child and their family towards health and healing.
- Incorporating expressive arts strategies into work with children and adolescents.
- Developing cognitive behavioral approaches to practice with children, adolescents, and families.

PLAY THERAPY (PLAY THERAPY)

CSL6835

This course provides an enhancement of counseling skills in working with individuals and families at a deeper level than those theories present in the curriculum. The purpose of a course in Play Therapy is to encourage communication more naturally through the manipulation of toys and objects in a safe environment. This course provides relevant and cognitive training for problem solving in the area of child behavior and development. A course of this nature develops a student's capability to identify and select solutions to social problems related to child, adolescent and adult development. Play Therapy allows for a more adequate means than words to express the significant persons and events in his/her life. Nonverbal skills are taught in the counseling curriculum; however, Play Therapy training provides the student a different set of techniques to work with children, adolescents, adults, and families.

PREREQUISITE: CSL6801

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying and utilizing the contributions of play and sand tray therapy theorists.
- Applying developmental attributes of play and sand tray therapy to the practice of therapy with children, adolescents, adults and families.
- Applying play therapy models to group, individual and family formats.
- Defining the personal characteristics of a play therapist.
- Identifying categories of toys.

GRADUATE

- Analyzing rationale for toy/minature selections in play and sand tray therapy by case study.
- Developing a play therapy traveling kit or generate a list of appropriate play therapy materials to be used for evaluation and treatment.
- Writing a treatment plan and case study using play and sand tray therapy
- Identifying stages of play and sand tray therapy and provide appropriate therapeutic techniques.
- Developing key elements in a play therapy relationship.
- Identifying the uses of play and sand tray therapy in school, private practice and community mental health environments.
- Demonstrating basic play and sand tray therapy skills (with non-clinical volunteers) including (but not limited to) structuring, tracking, reflection of content and process, returning responsibility, facilitating self-advocacy skills, and limit setting.
- Identifying and limiting the typical problems in play and sand tray therapy sessions.
- Being cognizant of relationship issues including transference and countertransference.
- Working cooperatively with child protective services, educational services, other mental health professionals and medical personnel.

STRATEGIES FOR BEHAVIORAL INTERVENTIONS (STRAT BEHAVIOR INTERVENT)

CSL6837

A course in evidence-based behavioral interventions is imperative in meeting the needs of students in the educational environment. This course will look at prevention and intervention strategies at an academic and personal/social level. Behavioral interventions with the best outcomes are proactive and positive. This course will have students think about interventions in a structuring and teaching fashion instead of punitive responses. Techniques and skills to intervene at behavior function-based level will be the focus of the course. The skills and techniques taught through this class will be used in a school counselor's abilities to effectively intervene with students proactively and positively.

PREREQUISITE: CSL6801, CSL6833

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Demonstrating positive behavioral intervention strategies.
- Making behavioral observations.
- Collecting behavioral/academic data.
- Executing and designing Response to Intervention (RtI) meeting.
- Using consultation strategies in the school environment.
- Planning procedures of data collection, analyzing, and documentation.
- Analyzing functionality of behavior and how to intervention.
- De-escalating emotional situations.
- Managing physically dangerous behavior and threats of violence.
- Developing and applying functional reinforcement systems.
- Stating limits and establishment of consequences for misbehavior.
- Identifying internalized problems requiring mental health referral.
- Relating relaxation and stress management techniques to staff and students.
- Developing process for identifying replacement behaviors.
- Developing a process for identifying target behaviors.
- Identifying need for teaching replacement behaviors.
- Teaching self-monitoring and self-evaluation behaviors to students.
- Implementing functional communication skills to the student.
- Demonstrating the use of structured reinforcement systems.

PRE-PRACTICUM (FORMERLY PRE-PRACTICUM FOR PROFESSIONAL COUNSELING) (PRE-PRACTICUM)

CSL6839

This course is a stand-alone course and cannot be taken simultaneously with any other courses. This course provides an assessment of one's learning in the field of professional counseling. Students complete homework, lead classroom discussions and examine topics designed to prepare them for entrance into the Practicum stage of their preparation. Students prepare for Practicums I and II by completing activities such as making application for Practicum, completing a simulated interview, and developing a thorough case study.

PREREQUISITE: Prior to enrollment in Pre-Practicum, students must meet the following requirements:

1. All coursework completed (except for Practicum courses)
2. GPA of 3.00 or higher
3. Be in good academic standing
4. Successful passing of either the CPCE (Clinical Mental Health Counseling degree) or the AMFTRB Practice Exam (Marriage/Family Therapy degree).

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Developing a counselor portfolio to document and link academic learning with future plans and goal setting.
- Organizing one's schedule to follow a specific guide and timetable for Practicum.
- Contributing to group learning of counseling competencies by developing and presenting a thorough case study.
- Developing solutions to selected counseling problems across a variety of counseling settings.
- Applying critical thinking skills to the critique of counseling approaches to specific cases with individuals, families, groups, or organizations.
- Writing a paper assessing counseling techniques and describing one's theoretical counseling orientation.
- Analyzing the conceptual frameworks and treatment objectives of selected vignettes of others' work.
- Evaluating and demonstrating the appropriate use of techniques associated with selected alternative and emerging therapies.

GRADUATE

- Explaining the implications of emerging standards that are being advanced by the Texas or other State Boards of Licensure for Professional Counseling, the American Counseling Association, and the Texas Counseling Association.
- Demonstrating skills of referral, advocacy, and triage in crisis intervention cases.
- Developing and analyzing one's personal philosophy of counseling.
- Evaluating and understanding the emerging role of technology-based counseling.
- Demonstrating readiness for Practicum I by completing the official Amberton Practicum Application Packet.
- Applying critical thinking skills in developing a framework for counseling diverse client populations.
- Selecting and demonstrating techniques of a chosen counseling theory.
- Assessing for difficulties in the areas of addictive behavior, depression, anxiety, suicidality, homicidal and violent behavior.
- Demonstrating the ability to apply methods and models to professional counseling situations.

PRACTICUM I (PRACTICUM I)

CSL6840

This course is a stand-alone course and cannot be taken simultaneously with any other courses. This course offers the student field experience in counseling. Students are expected to complete within this course a minimum of 100 hours of the mandatory 300-hour practicum required for licensure in the State of Texas or Marriage and Family Therapy. Students are expected to complete within this course a minimum of 150 hours of the mandatory 300-hour practicum required for licensure in the State of Texas for Professional Counseling. Participation in continuing education, staff meetings, case presentations, and case observations is expected. **Students may not meet existing or potential counseling clients on the premises of Amberton University for any reason.**

PREREQUISITE: Successful completion of CSL6839. The application for the Practicum and other requested documents must be presented to the instructor of CSL6839 Pre-Practicum no later than the last class meeting. Failure to do so may result in the student being administratively dropped from the course.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Developing a comprehensive conceptual framework that describes the nature of the counseling process.
- Demonstrating consistency in the application of the conceptual framework.
- Demonstrating skill in building the counselor-client relationship.
- Identifying relevant treatment goals for clients within family systems.
- Applying appropriate counseling techniques in mental health settings.
- Evaluating progress of the client with regard to the stated treatment goals.
- Adopting professional responsibility in establishing networking relationships.
- Preparing treatment plans that are appropriate to the setting.
- Addressing personal goals with regard to the practicum experience.
- Understanding the ethical, legal, and professional standards of the counseling profession.
- Identifying and evaluating specialty areas within the career of counseling.
- Selecting and utilizing contemporary appraisal techniques most commonly used in the counseling profession.
- Defining consultation and supervision as related to the counseling profession.
- Understanding the referral/advocacy/triage processes related to the counseling profession.
- Identifying and applying crisis intervention techniques in a counseling situation.
- Examining the differences between crisis intervention and psychotherapy.
- Incorporating 150 hours of field experience in a manner that maximizes learning.
- Applying the major theories and methods of individual, group, and family counseling to specific counseling situations.
- Demonstrating competence and compassion with clients from different cultures, backgrounds, and orientations.

PRACTICUM II (PRACTICUM II)

CSL6845

This course is a stand-alone course and cannot be taken simultaneously with any other courses. This course offers the student field experience in counseling. Students are expected to complete within this course a minimum of 100 hours of the mandatory 300-hour practicum required for licensure in the State of Texas for Marriage and Family Therapy. Students are expected to complete within this course a minimum of 150 hours of the mandatory 300-hour practicum required for licensure in the State of Texas for Professional counseling. Participation in continuing education, staff meetings, case presentations, and case observations is expected. Students will be exposed to different concepts of business and entrepreneurship. Students will complete assignments related to their practicum experience. The assignments will include case conceptualizations, reflection papers and answering essay questions based on required reading. **Students may not meet existing or potential counseling clients on the premises of Amberton University for any reason.**

PREREQUISITE: CSL6840

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Achieving 150 hours of field experience that satisfies the practicum site, the practicum supervisor, and the practicum professor.
- Developing a case study that reflects a sound conceptual framework as well as evidence of an effective counselor-client relationship.
- Verifying effective treatment approaches for a given population of students or clients.
- Demonstrating skill in counseling assessment, planning, implementation, and evaluation.
- Demonstrating clear, thorough, legally defensible documentation.
- Experimenting with new, creative approaches within the clinical setting.
- Recognizing and dealing with personal issues which could interfere with counseling effectiveness.
- Establishing a professional network within the community.
- Initiating professional development activities.

GRADUATE

- Analyzing various clinical situations for ethical concerns and approaches.
- Critiquing current trends that have an impact on counseling and related mental health fields.
- Accepting and incorporating feedback for the purpose of personal and professional growth.
- Adopting a multicultural framework when working with students, clients, and colleagues.
- Synthesizing and applying all previous course work.
- Appreciating and analyzing formal research with implications for counseling.
- Understanding the requirements, training, and maintenance of tele-mental health certifications.

PRACTICUM III (PRACTICUM III)

CSL6850

This course is a stand-alone course and cannot be taken simultaneously with any other courses. This course offers the student field experience in working with couples and families. Students are expected to complete within this course a minimum of 100 hours of the mandatory 300-hour practicum required for licensure in the State of Texas for Marriage and Family Therapy. Participation in continuing education, staff meetings, case presentations, and case observations is expected. The MFT board requires a 300-hour mandatory practicum including 75 hours of direct counseling contact with couples and families out of an overall minimum of 150 hours of direct client contact. **Students may not meet existing or potential counseling clients on the premises of Amberton University for any reason.**

PREREQUISITE: CSL6845. Note: Practicum III is for students who plan to pursue LMFT licensure in the state of Texas.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing specific cases with reference to leading counseling theories.
- Differentiating counseling theories in terms of their relevance for particular cases.
- Conducting a thorough assessment of client systems.
- Conducting a thorough assessment of functional and dysfunctional group dynamics.
- Deciding appropriate interventions based on the client assessment.
- Preparing an action plan to be used in work with the clients.
- Participating in psychodrama with groups.
- Critiquing one's own performance in light of identified performance criteria.
- Preparing a comprehensive assessment of one's personal theoretical framework for work with groups and families.
- Conducting group counseling sessions with at least one group per week.
- Writing accurate reports of group counseling sessions which conform to standards in the field.
- Incorporating the results of psychological testing into one's treatment plan with clients.
- Assessing family and/or group stages of development.
- Participating as a member of an inter-disciplinary team through activities such as referrals, consultations, and training programs.
- Adapting one's approach with clients based upon specific feedback from professor-supervisors.

PRACTICAL EXPERIENCE IN CHRISTIAN COUNSELING (PRAC EXP CHRISTIAN CNSLG)

CSL6860

The course provides guided instruction and supervised counseling experience for students in their ministry setting. Students are expected to complete a minimum of 100 hours of practical counseling experience.

PREREQUISITE: Completion of all coursework.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Demonstrating skill in building the counselor-counselee relationship.
- Identifying relevant treatment goals for counselees.
- Applying appropriate counseling techniques in a Christian counseling setting.
- Demonstrating consistency in the application of the counselor's conceptual framework.
- Evaluating the progress of the counselee with regard to stated treatment goals.
- Demonstrating ethical and legally defensible practice.
- Recognizing and dealing with personal issues which could interfere with counseling effectiveness.
- Accepting and incorporating feedback for the purpose of personal and professional growth.
- Understanding professionally accepted theories and methods applicable to individual, marriage, and family counseling.
- Incorporating 100 hours of practical experience in a manner that maximizes learning.
- Demonstrating counseling skills during fifty hours of supervised face-to-face counseling.
- Developing and incorporating an Informed Consent Form that is applicable to the student's counseling site.
- Demonstrating an understanding of confidentiality and its limitations.
- Understanding dual and multiple relationships and their effect on counselor effectiveness.
- Understanding the difference between counseling within the context of one's beliefs and imposing one's beliefs on the counselee.

SCHOOL COUNSELING PRACTICUM I (SCHOOL CSL PRACTICUM I)

CSL6870

This course is a stand-alone course and cannot be taken simultaneously with any other courses. The course is the first in the student's fieldwork for the state of Texas requirement. Application and contract completion, mentor counselor goals and scheduling are part of the student becoming organized during the field experience. Students are prepared for fieldwork through practice of counseling techniques, case studies, and counseling theory practice. Fifty actual clock hours of counseling experience are expected for completion during this course. Students develop and

GRADUATE

demonstrate 5-stage child/family-centered counseling skills to be utilized in school settings. Students demonstrate skills in provision of a classroom SEL guidance lesson during field experience.

PREREQUISITE: Prior to enrollment in School Counseling Practicum I, students must meet the following requirements:

1. All coursework completed (except for Practicum courses)
2. GPA of 3.00 or higher
3. Be in good academic standing
4. Must have passed TExES exam

Note: The application, contract, and other required documents must be presented to the instructor of CSL6870 during the first class meeting. Failure to do so will result in the student being administratively dropped from the course.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Demonstrating goal setting, organization, and scheduling of fieldwork hours.
- Applying research tools to obtain knowledge and skill related to human development, counseling services, and professional leadership for becoming a school counselor.
- Obtaining opportunities to demonstrate professional school counselor leadership skills during fieldwork.
- Stating relevant, measurable counseling goals.
- Developing solutions to selected counseling problems: academic, career and/or vocational, or social and developmental.
- Applying critical thinking skills to the critique of counseling approaches to specific cases involving learners and their families.
- Analyzing case conceptualization from vignettes in school counseling.
- Explaining the implications of emerging standards that are being advanced by the Texas State Board of Educator Certification, the American School Counseling Association, and the Texas School Counseling Association.
- Demonstrating readiness for Practicum in School Counseling by completing the official Amberton Practicum Application Packet.
- Selecting and demonstrating techniques of a chosen counseling theory.
- Evaluating the need for educational, behavioral, and emotional intervention.
- Presenting case consultation with alternatives and solutions in an educational and community environment.
- Stating positive and negative experiences in field experience.
- Applying the use of planning and implementing of goals in field experience.
- Demonstrating the ability to apply 5-stage counseling skills and micro-skills in school settings with children, adolescents, and parents.

SCHOOL COUNSELING PRACTICUM II (SCHOOL CSL PRACTICUM II)

CSL6875

This course is a stand-alone course and cannot be taken simultaneously with any other courses. The course involves supervised professional activities in guidance and counseling. Students will be involved in the practice of school counseling at the educational level of interest. Major emphasis is placed on the integration of theoretical and conceptual principles as well as professional and personal skill development. Legal and ethical issues related to school counseling such as confidentiality, duty to warn, informed consent, and dual relationships will also be examined. Students must complete another fifty hours in addition to the fifty hours completed in CSL6870 to meet two thirds of the state requirement of one hundred sixty hours of field experience.

Students explore research-based trauma-sensitive practices and strategies to assist students, teachers, and parents in school settings. Students demonstrate expertise in conducting individual counseling with school age individuals during field practice. Students demonstrate competence in case conceptualization through completion of a study focused on concerns such as: cultural issues, trauma-challenges, gender bias, incarcerated parents, and/or other current socio-cultural issues.

PREREQUISITE: Successful completion of CSL6870.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding crisis, remedial, preventive, and developmental philosophies in school counseling programs.
- Applying appropriate counseling interventions with regard to high-risk student populations.
- Planning, developing, designing, implementing, and evaluating a counseling and guidance program that systematically empowers each learner to develop personal, social, academic, and learner competence.
- Understanding the ethical, professional, and legal issues in school counseling and guidance.
- Applying the theories and methods of individual and group counseling at the elementary, middle, and secondary school levels.
- Evaluating and understanding culture specific issues including gender, race, ethnicity, socio-cultural, and physically challenged individuals in school settings.
- Understanding human development and providing a comprehensive developmental guidance and counseling that encourages all learners to achieve their full potential.
- Understanding the effects of environmental factors on learners' development and design strategies to assist in the learning process.
- Developing leadership skills to plan and evaluate a comprehensive developmental guidance and counseling program that meets the needs of all learners.
- Developing collaborative school-home relationships that promote and facilitate learner academic, personal, social, and career growth.
- Consulting and collaborating within and beyond the school system to develop integrated approaches and systems of support in which students can develop their full potential.
- Defining accreditation and identifying the major accreditation bodies for public school programs and counselor education programs.
- Describing various goals, purposes, advantages, and guidelines for development of peer helper programs.
- Selecting and utilizing the contemporary appraisal techniques commonly used in school settings.
- Developing trauma-sensitive skills and practices that align with the RTI and MTSS systems of support.
- Evaluating and conceptualizing cases of school counseling in academic and behavioral situations.

SCHOOL COUNSELING PRACTICUM III

CSL6880

GRADUATE

(SCHOOL CSL PRACTICUM III)

This course is a stand-alone course and cannot be taken simultaneously with any other courses. The course is designed for school counseling students to comply with TAC 228.35. The course allows for more extensive practicum experiences for the MA in School Counseling students. The course will enable students to be in a school counseling center for a complete school year cycle. This extended cycle is commensurate with a complete field experience within the expectations of the Texas Education Agency of 160 total clock hours. This course will require a minimum of sixty hours in addition to the 100 hours from two previous practicums, for a minimum of 160 total clock hours.

The course will offer extended field experiences in demonstrating the student's ability to implement a comprehensive guidance program according to state requirements. A complete participation in the school calendar year offers a wider range of exposure to the four facets of the Texas Guidance Plan: guidance curriculum, response services, individual planning, and system support.

PREREQUISITE: CSL6875

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Conceptualizing cases of school counseling in academic and behavioral situations.
- Applying advocacy and social justice principles to school counseling culture.
- Identifying mental health and social service referral resources for school community.
- Evaluating ethical and legal standards within the school culture.
- Demonstrating understanding of diverse cultures in the school community.
- Incorporating peer supervision principles for consultation interaction.
- Identifying professional organizations that support the school counselor.
- Researching and presenting current topic(s) in school counseling.
- Identifying school protocol for suicidal ideation and threats of violence.
- Participating in cohort supervision group.
- Demonstrating management of comprehensive school counseling program.
- Demonstrating collaborative skills with school community stakeholders for student success.
- Creating and presenting a school counseling digital portfolio for interviewing purposes.
- Developing and implementing a comprehensive individual self-care plan for reduction of school counseling job-related stress.
- Applying and demonstrating chosen counseling theory and skills with school students.
- Demonstrating understanding and competence in the implementation of MTSS and the roles and tasks of school counselors in special education.

MANAGERIAL ECONOMICS (MANAGERIAL ECONOMICS)

ECO6140

The course presents the economic approach to managerial decision-making known as marginal or incremental analysis. Topics include demand, cost and market structure analysis, the economics of pricing, practices of incentives, and analyst's tools used to evaluate supply and demand in an array of economic settings.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the economics of effective management.
- Discussing the nature of supply and demand.
- Describing the role of supply and demand in organizational behavior.
- Recognizing the importance and nature of profits.
- Using the elasticity concept as a tool of managerial analysis.
- Discussing the relationship among price, price elasticity of demand, and changes in total revenue.
- Describing the marginal productivity theory of labor and its implications for effectively utilizing human resources in an enterprise.
- Relating the implications of production theory for cost theory.
- Distinguishing between returns to a variable factor, returns to scale, and returns to scope.
- Distinguishing between opportunity costs and historical costs.
- Analyzing various economic factors that influence decision making by an organization.
- Discussing the influence of market structure on a firm's behavior and performance.
- Describing the model of perfect competition and its role as a benchmark in market structure and analysis.
- Discussing the nature of monopoly, monopolistic competition, and oligopoly.
- Relating pricing strategies to organizational behavior and profitability.
- Describing pricing strategies for special cost and demand structures and in markets with intense competition.
- Understanding how game theory is used by organizations in developing competitive strategies.
- Discussing the economics of information including risk and uncertainty and consumer behavior, markets with asymmetric information and auction markets.
- Describing the economic implications of various government regulations in the market place.

GLOBAL ECONOMIC ISSUES (GLOBAL ECONOMIC ISSUES)

ECO6250

The globalization of modern markets is one of the major developments of the modern economic era. The impact of economic interdependence has often resulted in severe and asymmetrical economic impacts among different nations and/or among different sectors within a nation. The purpose of this course is to introduce students to these concepts and ideas of global economics and equip them with the necessary tools to analyze effectively the effects of global markets on the domestic economies. This experience will allow students to develop the ability to analyze the

GRADUATE

current issues objectively and accurately. Emphasis will be on current events, gains from trade, Balance of Payments, determination of exchange rates and various monetary standards, international capital flows, and trade policy considerations in a changing global economy.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding fundamental aspects of globalization of economic activity.
- Understanding fundamental aspects of Monetary Policy Theory.
- Analyzing free trade and the quality of life in a variety of national economies.
- Analyzing and evaluating the interconnectedness of global financial and economic dynamics.
- Understanding concepts of exchange rate risk management for a multinational enterprise.
- Analyzing exchange rate behavior and the equilibrium theories.
- Evaluating basic components of trade agreements and conflicts in the post World War II period.
- Demonstrating an understanding of the global economic downturn and its broad impact on various regions of the world
- Understanding trade conflicts between developing and industrial nations.
- Applying relevant and ethical assumptions and estimates in economic management policies and decision.
- Understanding the Balance of Payments and Exchange Rate Determination.
- Analyzing and evaluating Macroeconomic Policy in an Open Economy.
- Analyzing basic impacts of trade liberalization.
- Understanding governmental influence on exchange rates, inflation, and imports/exports.
- Understanding the impact of the dollar as a reserve currency.
- Analyzing and evaluating the Role of Expectations in Monetary Policy.
- Analyzing and evaluating transmission mechanisms of Monetary Policy.

CORPORATE FINANCE (CORPORATE FINANCE)

FIN5250

This course examines the theory and practice of corporate financial decision making to maximize the firm's value. Students will review major finance topics including: capital budgeting, risk-return relationship, capital market theory, market efficiency, capital structure, dividend policy, long term financing, and working capital management.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Distinguishing the goals of corporate financial management.
- Analyzing major influences on corporate financial decision making.
- Demonstrating the ability to analyze financial statements for key indicators of financial health.
- Solving problems using time value of money calculations for financial decision making.
- Analyzing bonds using interest rate valuations and other considerations.
- Differentiating between methods for stock valuation.
- Evaluating and comparing investments utilizing discounted cash flows and net present value.
- Applying sensitivity analysis, scenario analysis, and break-even analysis to evaluate and compare capital projects.
- Evaluating the relationship of risk and return as they relate to investments.
- Demonstrating the application of the Capital Asset Pricing Model and the Weighted Average Cost of Capital.
- Articulating the key functions of efficient markets.
- Evaluating corporate structures for maximized benefits to stakeholders.
- Analyzing optimal working capital management for decision making.
- Assessing the implications of good and bad corporate governance.

MANAGERIAL FINANCE (MANAGERIAL FINANCE)

FIN6186

The course provides an understanding of the theory and practices underlying sound financial decisions in the domestic and global business organization. Topics include financial markets, determinants of interest rates, cash flow analysis, investing portfolios, asset pricing models, and capital budgeting.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the place finance has in an organization.
- Understanding the different forms of business organizations.
- Understanding how financial decisions help accomplish organizational goals.
- Discussing financial markets.
- Explaining the determinants of interest rates.
- Explaining cash flow analysis.
- Understanding methods of stock and bond valuations.
- Describing the relationship between risk and return and portfolio risk.
- Describing modern portfolio theory and the Capital Asset Pricing Model.
- Analyzing net present value concepts and discounted cash flow analysis.
- Explaining and applying the basics of capital budgeting.
- Estimating cash flow for capital budgeting.
- Explaining risk analysis in capital budgeting and capital structure theories.
- Determining business and financial risks.
- Explaining dividend policy.

GRADUATE

- Explaining the investment banking process.
- Explaining stock and bond issues as a source of long-term financing.
- Analyzing key concepts in International Corporate Finance.

INTERNATIONAL FINANCE (INTERNATIONAL FINANCE)

FIN6290

This course focuses on the scope and content of international finance as a fast evolving field due to the deregulation of financial markets, product innovations, and technological advancements. As capital markets of the world are becoming more integrated, a solid understanding of international finance has become essential for effective corporate decision making and risk management. Three major areas distinguish international financial management from domestic corporate finance and become the core focus of this course, namely, (i) foreign exchange and political risks, (ii) market imperfections, and (iii) expanded opportunity set. Students will be introduced to international finance by means of looking at how firms and governments inter-react with these markets. The course will emphasize the link between theory and applications. The course is streamlined to benefit students who have aspirations in careers such as general management, financial analysis, commercial and investment banking and consulting, among others.

PREREQUISITES: BUS4113

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding fundamental aspects of multinational financial management.
- Analyzing international financial markets in order to critically evaluate the financial, investment and operating activities of various industries.
- Analyzing and evaluating the interconnectedness of global financial dynamics.
- Understanding concepts of exchange rate risk management for a multinational enterprise.
- Applying relevant tools of exchange rate risk management to maximize financial decisions in a risk/return environment as related to global business.
- Analyzing exchange rate behavior and the equilibrium theories.
- Demonstrating an understanding of mechanisms and functions of the international financial environment.
- Evaluating and determining basic arbitrage opportunities in international exchange markets.
- Demonstrating an understanding of foundational components of political risk in emerging and developed markets.
- Understanding financial measurement techniques to determine international flow of funds and their impacts upon markets.
- Applying relevant and ethical assumptions and estimates in international financial management policies and decisions.
- Analyzing and evaluating basic currency derivatives.
- Analyzing and evaluating international arbitrage and interest rate parity.
- Understanding governmental influence on exchange rates, inflation, and imports/exports.
- Evaluating the relationship among inflation, interest rates and exchange rates.
- Analyzing the management of economic exposure and translation exposure.
- Analyzing and Evaluating Direct Foreign Investment and Country risk analysis.
- Analyzing and evaluating Multinational capital structure and cost of capital.

ORGANIZATIONAL BEHAVIOR (ORGANIZATIONAL BEHAVIOR)

HBD5173

The course presents an integrated social science view of human behavior in organizations. Topics include inter-group relations, conflict in organizations, organization structure, work design, and the quality of work life.

CAVEAT: No graduate credit will be awarded if HBD3173 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Researching the history of “Organizational Behavior” as a field of study.
- Analyzing the influence of scientific management ideology on business practices.
- Investigating the impact of the human relations movement on organizational behavior.
- Explaining the development of systems thinking in organizational behavior.
- Developing models for building productive workplaces.
- Discussing the relevance of life-long learning within organizations.
- Determining the relationship among organizational structure, work design, and quality of work life.
- Describing the relationship between corporate culture and individual performance on group productivity.
- Investigating the concept of an organization as a community of shared interests.
- Critiquing human resources strategies for managing individual behavior within organizations.
- Applying effective conflict resolution skills within organizations.
- Analyzing the processes and outcomes of power and politics as they operate within organizations.
- Exploring models of leadership used within successful organizations.
- Developing strategies for organizational change.
- Critiquing the impact of corporate ethical decision making upon organizational behavior.
- Understanding individual differences and how they impact the dynamics of effective teamwork.
- Describing the various decision-making and problem-solving strategies utilized by organizations.

GRADUATE

SEX ROLES IN BUSINESS & SOCIETY (SEX ROLES BUS/SOCIETY)

HBD5721

The course analyzes the interface between sex roles and organizational expectations. The primary objective of the course is to help students develop greater understanding and respect for all of their professional colleagues.

CAVEAT: No graduate credit will be awarded if HBD4721 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Distinguishing among the definitions of sex, sex roles, and gender identity.
- Identifying sex roles that are common within the contemporary Western cultures.
- Explaining the impact of social institutions such as the family, church, school, and state upon changing sex roles.
- Articulating the process of identity development with emphasis upon sex role expectations at each phase of the life span.
- Defining gender stereotypes and examining how stereotypes are learned.
- Analyzing the role of media in portraying sex roles and gender stereotypes in business and society.
- Identifying and differentiating the communication strategies and messages for males and females.
- Discussing the choices available to men and women in choosing an occupation.
- Explaining gender differences in job search behavior.
- Outlining the pay issues and non-pay issues of the sex discrimination laws.
- Comparing and contrasting the meaning of work to both sexes and exploring its relevance to changing demographics among the work force.
- Analyzing contemporary issues for working women and men in our society.
- Discussing the problems and solutions of mixed sex teams.
- Describing the learned helplessness paradigm as it influences choices of American men and women.
- Analyzing the impact of stress on working men and women.
- Examining leader stereotypes and leadership style theories, including the concept of androgyny in leadership style.
- Articulating an understanding of the legal and social definitions of sexual harassment; the two forms of harassment recognized by the EEOC, and the four types of sexual harassment.
- Discussing the role of organizational culture in dealing with issues of sexual harassment and organizational romance.
- Summarizing the steps that companies should take in creating a policy on harassment.
- Analyzing the role of media in portraying sex roles and gender stereotypes in business and society.
- Creating a mental framework for thriving in the presence of changing societal gender viewpoints.

DEVELOPING HUMAN POTENTIAL (DEVELOP HUMAN POTENTIAL)

HBD5722

Leaders in the field of human potential estimate that only one percent of humans realize their full potential. This course explores models and approaches designed to develop untapped abilities. Students consider reasons for the failure to achieve maximum human development and experience practices designed to further their own growth.

CAVEAT: No graduate credit will be awarded if HBD4722 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Explaining the development of human potential using both content and process models.
- Completing a self-assessment that measures one's position and progress in developing human potential.
- Analyzing models that explain the failure to develop human potential.
- Exploring the role of consciousness in developing potential.
- Describing the relationship between will and spirit as they impact the development of potential.
- Explaining contributions of prominent leaders in the human potential field.
- Illustrating the consequences of aborted development of potential at individual, group, societal, and global levels.
- Explaining the role of emotions in developing human potential.
- Examining power, both as a force of destruction and of development of human potential.
- Applying practices designed to develop human potential.
- Comparing and contrasting typical stress management programs with approaches to developing human potential.
- Discussing the development of premodern, modern, and postmodern perspectives and their relationship to the development of human potential.
- Exploring the relationship between spirituality and the development of human potential.
- Describing the contributions and limitations of major world religions to the understanding and development of human potential.
- Relating the concept of psychological development to the concept of developing human potential.
- Explaining the role of life events and crises as elicitation windows for developing human potential.
- Developing specific applications to issues of developing potential in the areas of human sexuality, money, work, relationships, religion, family, and society.

PSYCHOLOGY OF ADJUSTMENT (PSYCHOLOGY OF ADJUSTMENT)

HBD5725

The course presents the ways in which psychological principles apply to effective personal adjustment and development. Emphasis is on identifying, developing, and maintaining personal strategies for appropriate psychological and emotional adjustment.

GRADUATE

CAVEAT: No graduate credit will be awarded if HBD4725 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the process of personal adjustment and discussing its implications.
- Analyzing how competence and flexibility relate to intellectual adjustment.
- Assessing the emotional response theories of selected theorists.
- Examining the emotional and physiological responses to stressful situations, including life changes and evaluating the positive and negative ways people cope with stress.
- Determining the implications of psychotherapeutic intervention for optimum personal adjustment.
- Understanding the maintenance of interpersonal security, self-esteem, and the assimilation of the data of experience as functions of the self.
- Comprehending the concepts of diffusion of responsibility and blind obedience to authority as they relate to the personal evaluation of behavior.
- Analyzing communication styles and how they impact the ability to adjust effectively.
- Correlating attraction, friendship, and love in interpersonal relationships.
- Applying the theories of adjustment to personal development.
- Illustrating the motivational relationship of human needs to adjustment and development.
- Applying the principles of Positive Psychology.
- Tracing the development of various forms of parent-child relationships and their implications for the effective development of both parties.
- Comprehending the nature of primary and secondary drives as motivational processes.
- Exploring gender, ethnic and sociocultural differences in responding to and coping with stress produced by life changes.
- Critically analyzing advertising and other media for instances of stereotyping, and discussing any potential impact on personal development and adjustment.
- Critically reviewing and analyzing a self-help book for its thoroughness in discussing a psychological problem and its effectiveness in outlining a specific plan to manage, cope, or solve the associated challenges.

HUMAN RESOURCE INVENTORY (HUMAN RESOURCE INVENTORY)

HBD5735

The course presents the techniques, skills, and models for identifying and utilizing the assets of human resources within organizations as well as one's own personal assets. Students will learn how to use self-assessments and evaluation of skills and life experiences to develop portfolios for documentation.

CAVEAT: No graduate credit will be awarded if HBD4735 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing human resource skills and human assets that are essential to an organization.
- Applying the results of skills inventories within organizations.
- Researching skills that are required to meet the needs for both current and projected job markets.
- Defining the components in an assessment process.
- Relating life-learning experiences to education.
- Describing human resource skills as they relate to specific job and career paths.
- Applying concepts of life span development to adult learning.
- Critically analyzing variables and outcomes in the experiential learning process.
- Analyzing ways in which experiences influence one's career path.
- Writing clear and comprehensive competency statements.
- Developing sources of documentation that verify the existence of competencies.
- Organizing life experiences into a portfolio.
- Discussing the importance of skills inventories for an organization to appropriately utilize its human asset.
- Relating the importance of an individual inventory to one's personal mission.
- Identifying and prioritizing transferable skills.
- Examining the use of technology in identifying and presenting skills and experience.
- Developing a clear process for a three-step career-change visualized.
- Creating and designing procedures for matching and applying transferable skills to the current job.
- Evaluating and analyzing current job market needs as they relate to transferable skills and portfolio development.

STRESS MANAGEMENT (STRESS MANAGEMENT)

HBD5759

The course presents an in-depth study of the sources of stress, the physiological and psychological effects of stress, and the strategies for managing stress. Definitions, symptoms, psychological aberrations, physical disturbances, and stress maintenance are covered.

CAVEAT: No graduate credit will be awarded if HBD4759 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Comparing and contrasting definitions of stress by noted researchers.
- Describing physiological reactions of the body to stress.
- Comparing the relationship of personality to stress.
- Discussing the management of stress-induced drug and alcohol abuse.
- Identifying and categorizing sources of stress in business organizations.
- Comparing the actual and psychological costs of stress.
- Identifying causes and symptoms of burnout.

GRADUATE

- Designing a burnout prevention program.
- Listing variables involved in overall job satisfaction.
- Outlining the problems of expressing anger, hostility, frustration, and aggression.
- Demonstrating the ability to monitor one's physiological reactions to stress and applying stress-reduction techniques.
- Discussing the relationship between life events and the onset of illnesses.
- Developing a holistic model of managerial lifestyle that calls for a balance in the following dimensions of life: professional, financial, social, cultural, creative, and personal.
- Discussing the cognitive appraisal concept as it relates to stress.
- Describing psychosomatic disorders as manifestations of stress.
- Discussing sources of stress in the family and the community and the social approaches to stress management.
- Identifying stress reduction strategies including biofeedback, relaxation techniques, and pharmacological methods.
- Recommending and/or designing a stress management strategy for business.
- Reviewing the current research on stress in the United States.
- Discussing the unique stresses of the twenty-first century brought about by changes in the American culture.
- Analyzing the different causes of stress brought about as a result of multiculturalism.
- Designing a personal stress prevention plan.

MOTIVATION FOR SUCCESS (MOTIVATION FOR SUCCESS)

HBD5890

This course presents an in-depth examination of practical time-tested principles on motivation and success. Practical applications to real-life situations include goal development for personal improvement, relational enhancement, vocational support, and achievement strategies. Topics of study include healthy self-image, positive attitude, energizing desire, time management, effective habits, and how to maintain a healthy life-work balance.

CAVEAT: No graduate credit will be awarded if HBD4741/5741 or HBD4630/5630 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Applying practical applications of motivation and success for a desired outcome.
- Critiquing anecdotes, teachings, and counsel from renowned innovators of motivation and success principles.
- Studying a self-analysis of personal strengths and weaknesses affecting motivation and success with strategies for improvement.
- Explaining how to keep a healthy balance with self-interests, relational unity, and vocational pursuits.
- Understanding how and why procrastination negatively affects mental health and high performance.
- Demonstrating proficient time management techniques to enhance success.
- Explaining how the outcome of events can be influenced by a constructive change of attitude, habits, and response.
- Synthesizing how to overcome inner and outer obstacles that challenge motivation and success.
- Accepting personal responsibility to create a desired result.
- Practicing effective communication and feedback techniques to synergize relationships.
- Determining how effective applications of purpose, planning, passion, and persistence bring about prosperity.
- Integrating a positive self-image and self-confidence to achieve a desired dream or goal.
- Developing clear, realistic, meaningful, and achievable goal strategies.
- Implementing desire, courage, and drive to complete a committed goal.
- Discussing the importance of physical, mental, emotional, and spiritual health for lasting motivation and success.
- Conducting outside research for reports on course-related topics.

POWER OF LOVE & RELATIONSHIPS (POWER LOVE/RELATIONSHIP)

HBD5895

The course examines love and relationships from both a personal and societal perspective. Students are to assess how levels of love operate in their own lives through personal self-assessment, by utilizing text recommendations to personal needs or goals, and by sharing selected issues and ideas in a group setting. During the course, students are expected to understand and be able to practically apply effective and appropriate loving principles to various real-life interpersonal relationships.

CAVEAT: No graduate credit will be awarded if either HBD4752/5752 or HBD4727/5727 have been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Contrasting types of love demonstrated with kindness, consideration, and respect appropriate for spouse, family, friend, vocational, and/or other relationships.
- Comparing the differences between healthy and unhealthy love and being able to apply true loving methods for self-protection, self-improvement, and personal success.
- Demonstrating a working understanding of practical text strategies and using them to better manage specific personal and/or real-life instances.
- Implementing desired goals, realistic expectations, and committed outcomes to achieve a happier, healthier, and more enriched life.
- Analyzing how the perception process influences interpersonal relationships.
- Critiquing the elements of effective interpersonal communications.
- Exercising nonverbal communication and its relationship to better understanding.
- Explaining effective ways in which people listen and respond to each other.
- Implementing strategies in difficult relationships to manage conflict collaboratively.
- Demonstrating methods for responding nondefensively to criticism.
- Understanding, respecting, nurturing, and appreciating relational differences.

GRADUATE

- Knowing ways to practice consideration, compassion, service, and emotional support with reasonable giving.
- Practicing skills to help and encourage others to demonstrate healthy loving attitudes, expressions, and actions.
- Developing uplifting, happy, and fun moments together in both intimate and non-intimate relationships.
- Applying biblical teachings of godly love to enhance personal effectiveness.
- Researching and analyzing selected competencies that can be effectively applied to personal real-life situations.

FAMILY STUDIES (FAMILY STUDIES)

HBD6767

The course addresses issues affecting families and their relationships to other institutions and to society in general. Students will develop an understanding of the complexities of family roles, relationships, interactions, and changes throughout the lifespan.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining structures and functions of families.
- Determining the leading theoretical approaches to studying the family.
- Exploring the history of the American family and the effect of demographic trends.
- Examining the emergence of the modern concepts of sexuality and the forming of partnerships through dating, courtship, and cohabitation.
- Analyzing the persistence and change in the institution of marriage.
- Describing the impact of gender, race, class, ethnicity, and culture on the private and public family.
- Examining the impact of socio-economic factors on family well-being and decision making.
- Identifying how families allocate resources to meet their goals.
- Explaining the impact of parenting practices and processes in the socialization of children.
- Examining the changing parenting roles over the Life Cycle.
- Exploring laws and public policies that affect families as members interact with each other and with society.
- Discussing the development, formation, implementation, and application of policy issues related to family issues and social problems.
- Explaining the general philosophy and broad principles of family life education.
- Examining the formation of values within the family unit.
- Discussing family dynamics in single-parent and blended families.

AGING AND END OF LIFE ISSUES (AGING AND END OF LIFE)

HBD6768

This course explores the critical social issues facing our aging society. Coverage includes the major social, psychological, and biological perspectives in aging and old age from the standpoint of the individual, family, and community.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding aging within its evolving historical and social context.
- Examining the changing demography and assessing the direction of social change brought on by the aging society.
- Exploring issues in aging related to race, ethnicity, culture, socioeconomic position, and gender, including bereavement and widowhood.
- Comparing policies and practices of other countries in meeting the needs of older people.
- Exploring how older people construct their self-concept, individuality and actions in old age and how this affects meaning, value and purpose in their lives.
- Examining the physical, social, psychological, spiritual, and economic realities of growing older.
- Discussing variations in household structure, patterns of home ownership, and alternative living arrangements among the aged to include family and institutional care options.
- Identifying the major issues regarding elders in the health care system, labor force participation and retirement, and legislation affecting health and economic well-being.
- Exploring the role of employers, human resource managers, and public policy makers in increasing support for career and work life extensions among older workers.
- Exploring how new lifestyles and improved health among today's elderly challenge traditional views of old age.
- Evaluating strategies for assessing older persons' needs for care, ensuring their safety and seeking elder care options.
- Understanding the importance of the individual, family, neighborhood, community and societal contributions to optimal aging.
- Discussing the essential topics of elder law – advanced directives, patient rights, social security, guardianship, elder abuse.
- Identifying rituals, traditions, and responsibilities in matters of death and dying among different cultural and religious groups.
- Identifying special problems among the aging including suicide, elder abuse, fraud, crimes against older people and drug abuse.
- Developing a source of information for use by professional caregivers, families of the aging, and the public who are addressing issues of aging.
- Identifying myths regarding sexuality in the elderly, identify the intimacy needs of the elderly, and ways communal living situations can respect their needs.
- Understanding the ageist attitudes of different age groups and be able to identify ways to change negative attitudes to more positive attitudes.
- Describing the caregiving of the oldest-old by spouses and the adult children and the effects of gender, ethnicity, and the number of siblings on the care given.
- Differentiating between functional mental health disorders and organic mental health disorders, analyzing the need for improved mental health services for the elderly, and identifying good mental health safeguards.

HUMAN SEXUALITY (HUMAN SEXUALITY)

HBD6769

GRADUATE

Human Sexuality is a thorough examination of one of the most important aspects of life. Also, the course addresses many of the issues and dilemmas created by avoidant and/or inadequate learning about healthy sexuality. These competencies represent knowledge and skills that may be applied by professionals in the education and/or helping fields as well as by individuals wishing to advance their own learning in the area.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining human sexuality according to research as well as common societal viewpoints.
- Describing societal and cultural views of human sexuality as well as the impact of politics on sexuality.
- Analyzing healthy developmental stages for human sexuality.
- Explaining sexual anatomy and physiology.
- Exploring connections between mind, body, and spirit as they relate to human sexuality.
- Discussing contemporary models for treatment of sexual deviance and violence.
- Reviewing the literature for current research relevant to sexual issues, including approaches to management of sexual problems.
- Examining the role and effects of sex education programs in our schools.
- Exploring issues surrounding pornography, including internet pornography.
- Summarizing trends in sexual viewpoints and practices throughout the lifespan.
- Investigating resources for learning about how to achieve healthy sexuality.
- Researching major societal issues that are integrally related to sexuality.
- Examining a transpersonal and developmental framework for sexual ethics.
- Examining the role that media has with portrayal of sexuality and relationships across the lifespan.
- Critically analyzing advertising that uses sexual imagery to sell non-sexually relevant products for its potential effect on sexual attitudes and behaviors.
- Examining sexual harassment in education and workplace environments.

CONFLICT MANAGEMENT & RESOLUTION (CONFLICT MGMT/RESOLUTION)

HBD6771

The course presents a discussion of the nature of conflict and the origins and strategies used in managing conflict for productive results. Interpersonal, intergroup, and organizational conflicts are studied.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Comparing and contrasting interpersonal and intrapersonal conflict.
- Comparing and contrasting constructive and disruptive conflicts.
- Examining the value of conflict.
- Investigating pre existing conditions of conflict.
- Differentiating among content goals, relational goals, identity goals, and process goals.
- Analyzing power, power currencies and power balancing.
- Identifying conflict patterns.
- Discussing the roles of self-disclosure and feedback in a conflict situation.
- Identifying personal styles of conflict resolution.
- Detailing the role of the belief system in conflict, emphasizing beliefs that are conducive to problem solving.
- Differentiating between process and content leadership in formal conflict resolution strategies.
- Integrating systems theory as an organizing framework in conflict.
- Comparing and contrasting competitive, accommodative, and collaborative tactics in conflict resolution.
- Assessing the need to review and adjust perceptions and attitudes in a conflict situation.
- Investigating the process of individual behavior change with regard to the management of conflicts.
- Analyzing the process of searching for alternatives in a conflict situation.
- Applying the assessment and intervention process to a conflict scenario.
- Understanding the nature of forgiveness and reconciliation.

LEADERSHIP THEORIES/PRACTICE (LDRSHP THEORIES/PRACTICE)

HBD6776

The course presents leadership development theories necessary for the challenges of today's organizations and for the rapidly changing work environment of the future. The course addresses current terminology, concepts, competencies, and attitudes to enable students to become leaders who accomplish effective outcomes in organizations while maintaining integrity and credibility.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Exploring the origins and evolution of the human need for leadership by tracing the history of management theory and leadership styles.
- Comparing and contrasting characteristics of managers versus leaders.
- Understanding those leadership characteristics that are essential to achieving organizational goals.
- Describing leadership as determined by the group being led.
- Discussing the role of "transformational leadership" in changing work environments.
- Investigating the roles and practices of spiritual and ethical leadership for the long-term development of people and institutions.
- Researching leadership styles and assessing one's own skills and self-development plans as a model of leadership in lifelong learning.
- Describing the relationship between leaders and teams that results in participative work.
- Analyzing global market influences on organizational leadership roles.
- Demonstrating creativity and innovation in problem solving.
- Analyzing contributions from a diverse work force.
- Describing the interactive communication skills of questioning, listening, projecting appropriate images, using body language and voice tones, and providing feedback.

GRADUATE

- Defining and affirming shared values, purposes, and convictions to create a cooperative work community using connective leadership.
- Employing technology for research, problem solving, and strategic planning.
- Questioning management paradoxes that challenge conventional wisdom and re-examining assumptions about effective leadership.
- Exploring leadership skills through behavioral profile self-assessment analysis.

ADULT LEARNING IN THE WORKPLACE (ADULT LEARNING:WORKPLACE)

HRT6550

The course examines the nature and processes of adult learning, particularly emphasizing learning within organizations. Topics include theories on how adults learn, learning styles, assessing learning, developing thinking skills in adults, and training methodologies.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Investigating contemporary paradigms that explain how adults acquire and use knowledge, skills, and attitudes.
- Explaining the nature of relationships among individual factors such as learning style, personality profile, age, life experiences, and developmental level of adult learning.
- Analyzing learning styles, types of motivation, modes of operation, and the resulting consequences for self and others.
- Forecasting possible trends and developments which will affect both organizations and individuals and recognizing their implications for adult learners and managers of adult training.
- Developing critical thinking skills of adults to include the ability to learn, to reason, to think creatively, to make decisions, and to solve problems using critical thinking.
- Applying prominent theories of career development and adult learning to training methodologies.
- Assessing specific jobs, tasks, and roles in terms of essential knowledge, skills, and attitudes.
- Guiding others to recognize and understand personal needs, values, problems, visions, and alternatives.
- Analyzing the impact of organizational changes upon the work force and identifying resultant learning needs.
- Critiquing learning from the various levels of complexity according to Bloom's taxonomy.
- Developing a philosophy of the training function within an organization to include values and beliefs about the role of training in accomplishing organizational objectives.
- Defining lifelong learning as a conscious and continuous process of discovery.
- Explaining the principles for creating a positive learning experience through on-line learning.
- Analyzing the impact of social media and social networks on adult learning.
- Assessing specific models of learning and the link to transfer of learning.

EMERGING ISSUES IN HRT (EMERGING ISSUES IN HRT)

HRT6555

The course prepares the student to identify the emerging issues that will affect the human resources and training professional. Students will explore current trends and technologies related to HRT.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Examining current contextual influences and the future direction for contextualizing Human Resources and Training (HRT).
- Defining key features of business ethics and various ethical frameworks that human resources and training professionals should consider.
- Identifying the choices, contingencies and various theoretical approaches to strategic HRT.
- Analyzing the impact of organizational restructuring and the HRT responses.
- Understanding the implication of globalization for the 21st century's workforce.
- Exploring the changing dynamics of the workplace, contemporary developments in the job and work design.
- Examining HRT in transnational organizations and the role of global HRT professionals in those organizations.
- Appraising the latest technology in the delivery of training programs.
- Developing business cases and social equity approaches to diversity management.
- Designing different change management approaches and key considerations HRT professionals face.
- Identifying future theoretical and practical challenges in the field of research in recruitment and selection.
- Understanding the social and cultural factors affecting employee perceptions of fair pay and effectiveness of pay programs.
- Analyzing the most effective sources for global performance management systems and identifying strategies to enhance the technological delivery of those systems.
- Examining changes in the workplace environment and its effect of work-life balance programs.
- Identifying good practices for employee involvement and employee participation in organizations.
- Exploring the role that HRT plays within the organization and how that role can impact organizational performance.
- Analyzing the relationship between knowledge and learning to include ways to implement knowledge transfer strategies.
- Examining the assumptions of total quality management and the key elements of the human resources management cycle.

ORGANIZATIONAL CULTURE (ORGANIZATIONAL CULTURE)

HRT6560

The course examines the development and characteristics of outstanding organizational cultures. Emphasis is placed on the investigation of behaviors and their relationship to top performing organizational cultures. The interaction of the individual, groups, the organization and environment are explored. Special attention is given to identifying core values, organizational structure, attracting talent, diversity and inclusion and employee engagement and motivation.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

GRADUATE

- Analyzing the impact that the leaders, founders, history, and tradition have on an organization's culture.
- Examining contemporary research findings with regard to organizational behavior.
- Explaining the impact of corporate culture upon organizational communication.
- Recognizing how interpersonal skills influence organizational communication and the need to ensure proper development of those skills.
- Analyzing objectively the impact of organizational politics on corporate culture.
- Analyzing strategy, structure, power networks, financial position, and systems of a specific organization and their impact on corporate culture.
- Assessing the role organizational culture plays in the decision-making process both during crises and during daily organizational life.
- Explaining the nature of the relationship between the individual ethics of organizational leaders and the ensuing ethics of the organization itself.
- Describing current trends in the workplace that are a result of the conflicts between the new social values of employees and the more traditional values of the organization.
- Assessing the impact multi-generational representation in the workforce is having on organizational culture values, norms, behaviors, and attitudes.
- Illustrating the complexity and challenge of managing cross-cultural human relationships.
- Analyzing contemporary approaches to designing organizations and systems that positively affect an organization's culture.
- Conducting an in-depth analysis of the culture within an organization.
- Identifying strategies that help companies align culture with corporate vision.
- Recognizing the connection between culture and workplace behaviors.
- Matching business situations to their relationship with organizational culture.
- Matching cultural traits with their manifested workplace behaviors.
- Identifying the applicable steps to change corporate culture.
- Understanding the implications of subcultures.
- Explaining the role of leadership in using culture as a tool to sustain a high performance organization.
- Performing a cultural health assessment of an organization.

DEVELOPMENT OF TRAINING PROGRAMS (DEV TRAINING PROGRAMS)

HRT6565

The course provides the student with 21st-century developments in training, research and practice including the strategic role of training and the use of new technologies.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Examining the forces influencing the workplace and learning, various training design processes, and critical roles for training professionals.
- Defining how business strategy influences the type and amount of training in organizations, strategic training and development process, and the business embedded model for organizing the training function.
- Identifying the role of the organization analysis, person analysis, and task analysis in needs assessments.
- Developing competency models and the process used to create them.
- Understanding adult learning theories, program designs, learner outcomes and implication of learning theory for instructional design.
- Examining a wide range of learning activities and actions to improve organizational effectiveness, individual performance, and learning.
- Appraising digital and distance learning strategies and other supportive technologies in the delivery of training programs.
- Designing application assignments and action plan to enhance learning and transfer of training.
- Identifying outcomes to evaluate a training program, the process used to plan and implement a proper training evaluation, strengths, and weaknesses of different evaluation designs.
- Understanding the current role of workforce analytics and dashboards in determining the value of training practices.
- Analyzing effective OJT, self-directed learning, web-based training, e-learning, mobile learning, and simulations.
- Identifying the benefits of learning management systems, formal education programs, training partnerships, and corporate university systems.
- Examining legal issues, managing diversity and career challenges that impact organizations and training departments.
- Identifying future trends influencing trainers, training delivery, embedded learning, and administration.
- Applying strategies related to the critical evaluation of training programs in order to accurately assess learning outcomes, transfer of training, and return on investment (ROI)
 - Reviewing solutions to potential obstacles to successful implementation of training programs.
 - Examining strategies to best assist employees with career development goals
 - Exploring the relationship between learning and development and how that impacts the human and intellectual capital of an organization.
 - Exploring topics and issues related to leading and managing the training development function in an organization.

LEADERSHIP AND TEAM DEVELOPMENT (LEADERSHIP AND TEAM DEV)

HRT6570

The course acquaints the student with processes to utilize interpersonal, conflict management, team building, and leadership skills to achieve objectives in a group. The primary objective of the course is to help students analyze the role of leadership and teams.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Assessing and developing skills of group development, leadership, teamwork, interpersonal relations, and conflict management needed to achieve group objectives.
- Developing and monitoring systems for promoting productive team activities within an organizational setting.

GRADUATE

- Analyzing organizational environments to include both implicit and explicit structures of the organization as they influence the development and acceptance of teamwork.
- Influencing groups so that tasks, relationships, and individual needs are addressed.
- Evaluating the effectiveness of individual members and of groups in satisfying identified objectives.
- Identifying power structures that influence group interactions.
- Identifying individual conflict styles and tactics of the various participants within groups.
- Assessing conflict and tension within groups by using various assessment instruments.
- Differentiating between competitive and collaborative negotiations and facilitating principled negotiations for win-win solutions.
- Analyzing and discussing the major leadership and teaming theories and the leadership styles implicated by each.
- Assessing leadership style, its influences on others, and its effectiveness within specific groups.
- Evaluating the complexity of the leadership styles within organizations and determining how these styles influence organizational and group effectiveness.
- Judging the appropriateness and effectiveness of people's interpersonal behaviors within groups.
- Maintaining communication that empowers individuals and relationships in the development of teams.
- Facilitating effective meetings with skills, tools, and strategies to meet specific purposes, audiences, and work environments.
- Utilizing collaborative processes that recognize the fundamental role played by basic values of both individuals and organizations.
- In-depth analysis and application of leadership ethics, gender leadership and organizational culture.
- Evaluating 21st century leadership theories and global business implications.

ORGANIZATIONAL CHANGE (ORGANIZATIONAL CHANGE)

HRT6575

The course presents concepts of spontaneous and planned changes within the organization and their influences on employee behavior and the organization's structure. Topics include change theories, managing change, strategic advantages and disadvantages of change, and planning change goals.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the evolution of organizational development as a professional discipline.
- Analyzing the trends in values among organizations and individuals within our society.
- Analyzing the trends in cross-generational management as it relates to encouraging, resisting, and sustaining change.
- Evaluating major theories and models of planned change in terms of their concepts and the related implications for managers within organizations.
- Evaluating the impact of interpersonal relationship and communication skills as it relates to change management.
- Using organizational development models to analyze a selected organization's productivity and morale.
- Evaluating the impact organizational culture has on an organization's ability to implement and sustain change.
- Assessing strategies to use in developing a balance of power within various types of organizations.
- Assessing the quality of work life and its implication for productivity.
- Appraising employee compensation and benefit strategies in terms of their relationship to organizational change.
- Creating a plan for an integrated or holistic management approach in directing organizational change.
- Diagnosing the nature of organizational client systems using concepts from group dynamics, industrial psychology, systems theory, behavioral studies, and sociopolitics.
- Assessing alternatives in terms of their financial, psychological, and strategic advantages and disadvantages.
- Analyzing both readiness and resistance to change within organizations.
- Developing and applying strategies for managing minor to major organizational and personal change.
- Explaining the role of the change agent for achieving organizational goals.
- Evaluating skills required for leading change effectively in organizations.
- Evaluating the integral role of communication as it relates to the organizational change process.
- Assessing the alignment between employee and management perceptions regarding the need for change.
- Analyzing the role of succession planning as a proactive strategy for managing organizational change.
- Analyzing current organizational change challenges and trends in the workplace.
- Formulating procedures to apply organizational change solutions to current workplace challenges and trends.

FACILITATION AND CONSULTATION (FACILITATION & CONSULT)

HRT6585

This course provides students with the core skills necessary to facilitate group interactions and consultation through the use of process tools for facilitators and practical decision making for change. The course will first explore facilitation and understand the facilitator's role within a group. Students will then investigate and discuss the stages of facilitation from assessment to feedback and will examine the dynamics of facilitation for groups. A variety of critical HR and leadership skills will be addressed. Topics include understanding facilitation and core practices for a skilled facilitator, identifying facilitation strategies for leaders, planning for the stages of facilitation, diagnosing group behavior - from knowing the participants to creating conditions for full participation, developing ground rules for managing effective groups (including virtual meetings), determining the steps in managing conflict using best practices for conflict options, understanding process tools and designs including SWOT, Affinity Diagrams, decision grids and other techniques to manage controversy in a way that provides for systematic problem-solving and facilitates effective group dynamics that leads to true collaboration.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying facilitation strategies for leaders
- Exploring the facilitator and other facilitative roles
- Defining the seven stages of conducting facilitation
- Understanding the core values of the skilled facilitator approach

GRADUATE

- Discovering the intervention steps of a diagnosis-intervention process
- Understanding the theories that guide actions
- Discussing the need for group facilitation to aide organizational change
- Understanding the process tool and designs for facilitation and consultation
- Examining the group effectiveness model and ground rules for effective groups
- Understanding process tools and designs for Facilitation
- Describing the role of decision making and problem-solving in the facilitation process
- Discovering the role emotions plays in facilitation
- Developing the role and function of a Facilitative leader
- Designing an efficient procedure for meeting management
- Understanding a systems approach to facilitation and consultation
- Demonstrating the ability to manage interactions to support organizations and describes the ability to maintain productive relationships.
- Reviewing the ability to effectively exchange information with stakeholders, organizational leaders, and employees. This includes both verbal and written interactions and is the foundation on which relationships are built and maintained.
- Evaluating new organization initiatives, consulting, and then lead the implementation of those that receive approval.
- Reviewing solutions to potential obstacles to successful implementation of organizational initiatives.

DIVERSITY, EQUITY & INCLUSION FOUNDATIONS (DEI FOUNDATIONS)

HRT6590

This course provides students with the core skills necessary to examine diversity, equity, and inclusion (DE&I) in the global workplace. Students will investigate diversity, strategic alliance partnerships, corporate social responsibility, employee recruitment and development, and the power of diversity within modern organizations.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying trends in the working-age population, particularly as they relate to emerging trends in DE&I.
- Examining the global demographics trends and the impact on workforce diversity.
- Discussing the educational trends and workforce diversity.
- Describing the differences between equality and fairness in employment.
- Exploring the challenges of managing diversity in the Global context.
- Defining diversity management, diversity management paradigms, and the inclusive workplace.
- Discovering the impact of diversity training programs on productivity and business performance.
- Developing effective cross-cultural communication.
- Analyzing how to integrate and apply the DE&I perspective to Human Resources best practices.
- Understanding the theoretical perspectives of discrimination and affirmative action.
- Examining the practical implications of diversity legislation.
- Conducting relevant research appropriate to understanding DE&I development to leverage employee diversity.
- Demonstrating knowledge of ethical issues related to DE&I in a global organization.

DIVERSITY, EQUITY & INCLUSION IMPLEMENTATION (DEI IMPLEMENTATION)

HRT6595

This course provides students with the core skills necessary to analyze, apply, and implement metrics in a diversity, equity and inclusion (DE&I). The student will develop a strategic plan and synthesize DE&I data from professional sources. Students will investigate inclusion through diversity within the workplace and develop a DE&I Implementation plan for an organization.

PREREQUISITES: HRT6590

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying trends in DE&I in American Business.
- Exploring Diversity Management, Paradigms and Rationale.
- Defining key elements both in Global and Domestic Diversity Plans.
- Discovering limitations of a DE&I programs and plans.
- Describing the strategies for a comprehensive DE&I recruitment and sourcing plan.
- Evaluating metrics for promoting DE&I in an organizational setting.
- Discovering the leadership tools needed to manage diverse and inclusive teams.
- Understanding complex diversity issues with intercultural awareness.
- Discussing the Inclusion-Exclusion Scale and Measurements.
- Examining the climate for inclusion and diversity.
- Discovering DEI steps and benefits for building a plan.
- Analyzing the Diversity Inclusive Workplace Model.
- Conducting relevant research appropriate to understanding DE&I development to leverage employee diversity in developing a DE&I Implementation Plan.
- Demonstrating knowledge of ethical issues related to DE&I in a global organization.
- Developing a Company DE&I Strategic Plan and Metrics.
- Evaluating how to implement a DE&I Strategic Plan.
- Describing the strategies to implement DE&I change in companies.

DESIGNING COMPETITIVE ORGANIZATIONS (DESIGN COMP ORGANIZATION) (FORMERLY MGT5172 ANALYSIS & DESIGN OF ORGANIZATIONS)

MGT5172

The course presents various theories of organizational designs in a behavioral approach to organizational effectiveness. The focus is on organizational types, effectiveness, competitiveness, and efficiency. It explores internal and external factors that have a positive or negative impact on achieving organizational goals. The course evaluates the ever-changing modern work environment and the effectiveness of a well-designed organization.

CAVEAT: No graduate credit will be awarded if MGT3172 has been successfully completed.
PREREQUISITE: Management principles course or the equivalent.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Executing a strategy for managing interdepartmental goal conflict.
- Evaluating leading organizational concepts for effective organizational structure and processes.
- Designing a systems approach to organizational design.
- Reviewing the processes of integrating individual and organizational goals.
- Defining and reconciling the types and critical dimensions of contemporary organizational environments.
- Planning organizational strategies to sustain and grow the organization.
- Classifying and assessing the effectiveness of organizational types.
- Investigating the cause-and-effect relationships within organizations.
- Exploring motivational theories and their application to modern organizations.
- Evaluating the structure specific job/work assignments within multigenerational work forces.
- Understanding the importance and function of internal and external audits.
- Analyzing the SWOT analysis, applications, and its impact on an organization.

NEGOTIATION SKILLS FOR MANAGERS (NEGOTIATION SKILLS)

MGT5193

This course presents skills for a variety of negotiating situations: managing contracts, implementing change, making sales purchases, settling organizational conflicts, planning strategies, and achieving credibility. The class prepares the student to understand different types of negotiation, how to strategically negotiate from a managerial and professional perspective and create value in the negotiating process.

CAVEAT: No graduate credit will be awarded if MGT4193 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying negotiatory elements and discussing the reasons they are important to the process.
- Exploring the various tactics used by negotiators.
- Analyzing why negotiations fail.
- Identifying and recognizing personal strengths and weaknesses which have an impact on the negotiating process.
- Contrasting effective and ineffective teamwork in negotiations.
- Analyzing the important elements of a complete, written, negotiated agreement.
- Illustrating how to effectively negotiate in an ethical manner.
- Distinguishing between distributive and integrative negotiations and its functions.
- Determining the preconditions that affect negotiations and discussing the importance of determining the needs of both parties prior to negotiating.
- Mastering and utilizing the language of negotiation, and the importance of nonverbal communication.
- Exploring the various tactics used by negotiators in dealing with different attitudes and those with more power.
- Preparing and constructing a logical plan of action based on the needs of each party.
- Understanding the value of the resistance and walk away points and how to utilize it effectively and eliminate emotions.
- Illustrating the importance of communication and personal presentation during negotiations.

OPERATIONS MANAGEMENT (OPERATIONS MANAGEMENT)

MGT5203

The course addresses issues present in supply management, distribution, production, service delivery and logistics in the service and manufacturing industries. Topics include inventory management, competitiveness, capacity planning for products and services, facility layout, master scheduling, supply chain management, location planning and quality control measurements for managing customers and employees.

CAVEAT: No graduate credit will be awarded if MGT4203 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing operational processes in manufacturing and service organizations.
- Identifying organizational theories in operations management.
- Developing product and process operational strategies at the corporate and global level.
- Applying forecasting techniques to operations management.
- Applying total quality management concepts to operations management.
- Applying statistical process control methods to production forecasting.

GRADUATE

- Applying statistical process control methods to financial budgets.
- Designing workforce management systems.
- Developing a master schedule.
- Designing capacity planning tools.
- Developing production schedules and budgets.
- Analyzing materials management programs.
- Designing corporate inventory systems and relevant controls.
- Developing statistical processes for analyzing operating performance and profitability measures.
- Developing location analysis techniques derived from sales, warehouse, and transportation requirements.
- Translating organizational business plans into detailed production schedules.
- Researching current trends and issues in operations management.
- Analyzing how supply change management influences efficiency and productivity of operations and techniques to evaluate supply chain challenges.

ESSENTIAL SOFT SKILLS **(ESSENTIAL SOFT SKILLS)**

MGT5350

Soft skills are essential for personal and professional success. This course explores the skills necessary to advance a professional career. It expands on academic training for hard skills and provides a foundation for soft skills expected of graduates entering the workforce. Career-building skills such as communication, team building, time management, conflict resolution, adaptability, critical thinking, work ethic, problem-solving, leadership, and emotional intelligence are explored and practiced.

CAVEAT: No graduate credit will be awarded if MGT4350 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Developing a career plan.
- Creating a plan to develop a personal brand.
- Identifying ways in which emotional intelligence helps people learn and grow.
- Demonstrating effective verbal, non-verbal, and written communication techniques focused on the audience.
- Understanding basic professional etiquette.
- Explaining practices that promote inclusivity and cross-culture understanding.
- Identifying methods for building successful and productive teams.
- Understanding how leadership styles can drive desired outcomes.
- Demonstrating the steps that lead to successful decision making.
- Explaining strategies to use in negotiations.
- Developing a strategy for time management skills.
- Demonstrating techniques for conflict management and resolution.
- Identifying strategies and methods for adaptability skills in the workplace.
- Explaining and demonstrating critical thinking skills for problem solving.

MANAGING VIRTUAL TEAMS **(MANAGE VIRTUAL TEAMS)** **(FORMERLY MGT5620 TEAMS & TECHNOLOGY)**

MGT5620

This course provides students the skills necessary to form and manage a virtual team. The course will explore the history of teamwork as well as the history of virtual teams. Students will investigate essential skills and activities associated with managing teams. Students will also explore the essential technologies associated with managing virtual teams. Topics include the history of teams, the advantages of a virtual team, trust in teams, networking and technology, managing time in the virtual workplace, ethical considerations in virtual teams, thinking and learning in virtual teams, organizational culture limitations, and how to ensure virtual team success.

CAVEAT: No graduate credit will be awarded if MGT4620 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the history of teamwork and its value within organizations.
- Understanding the role of virtual teams in organizations.
- Defining the difference between traditional face-to-face teams versus virtual teams.
- Understanding how to form a virtual team.
- Understanding the challenges of managing a virtual team.
- Understanding how to conceptualize organizational needs in relation to virtual teams.
- Defining team trust.
- Understanding how to manage and build team trust.
- Understanding how personality type affects team communication.
- Understanding the need to manage virtual team technology efficiently.
- Understanding the issues of privacy and respect.
- Understanding ethics within a virtual team.
- Understanding external and internal boundaries of a virtual team.
- Understanding the need for relationship building within virtual teams.

GRADUATE

- Understanding the importance of effective communication within virtual teams.
- Understanding individual team member skills and how they affect the team.
- Exploring the future of virtual teams.

CONTEMPORARY MANAGEMENT ISSUES (CONTEMPORARY MGMT ISSUES)

MGT5650

This course provides students an in-depth exposure to the skills necessary to manage an organization in today's rapidly changing marketplace. The course will explore the general history and theory of the field of management. After reviewing the theories and foundations of the management field, students will investigate and discuss the changes and challenges in today's global marketplace. A variety of crucial management skills will be addressed. Course topics include the history and theory of management, managing differences, personality type, Emotional IQ, motivation and appreciation in the workplace, contemporary management challenges, ethical considerations in management, how to manage rapidly changing technologies, relationship building, and managing using strengths.

CAVEAT: No graduate credit will be awarded if MGT4650 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the role of the manager within the organization.
- Understanding how changes in the marketplace affect managers.
- Defining the importance of being able to adapt to today's workplace challenges by creating an adaptive management style.
- Understanding how utilizing strengths can be a powerful management tool.
- Discussing how being able to work with different personalities can be an asset to a manager.
- Exploring the continuously changing landscape in business.
- Exploring how legalities and government regulations affect a manager.
- Exploring gender differences and the need to adapt managerial approaches to those differences.
- Understanding how to conceptualize organizational needs in relation to change.
- Understanding how working with Emotional IQ can be a powerful management tool.
- Understanding the need to manage technology efficiently and effectively.
- Understanding how to manage diversity and the need to adapt managerial approaches to that diversity.
- Understanding how to motivate and appreciate employees.
- Understanding how ethical dilemmas affect managers.
- Understanding the challenges of the entitled worker, the lazy worker, the unmotivated worker, and the overworked employee.
- Understanding the need for relationship building within the organization as well as within the greater business community.
- Understanding how to motivate and empower employees for current and future success.
- Discussing issues to be addressed in order to adapt quickly and efficiently to changes affecting the management of an organization.

EXECUTIVE LEADERSHIP (EXECUTIVE LEADERSHIP)

MGT5670

The course provides students the skills necessary to lead an organization at the executive level in today's rapidly changing marketplace. The course will explore the general theories of leadership applied specifically to the executive level. After exploring the theories and foundations of executive leadership, students will investigate and discuss the changes and challenges in executive leadership. A variety of crucial leadership skills and techniques will be addressed. Topics include the history and various theories of leadership, the uniqueness of executive leadership, knowledge management, Emotional IQ, international and culturally diverse aspects of executive leadership, negotiation skills, governance and the board of directors relationship, and leadership development and succession.

CAVEAT: No graduate credit will be awarded if MGT4670 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the history and theories of leadership and their value within the organization.
- Understanding the role of executive leadership within the organization.
- Defining the importance of social responsibility in today's marketplace.
- Discussing how being able to work with different personalities can be an asset to an executive.
- Exploring gender differences in executive leadership.
- Discussing techniques essential to negotiation at the executive level.
- Understanding how knowledge management impacts the executive level of an organization.
- Understanding the nature and value of internationally diverse executive leadership.
- Understanding the nature and value of culturally diverse executive leadership.
- Understanding the impact of ethics at the executive level.
- Understanding the executive role and relationship to the board of directors.
- Discussing the hostile work environment and how to overcome this challenge.
- Understanding the need for relationship building within the organization.
- Understanding how to motivate and empower employees.
- Discussing issues associated with leadership development and succession.

MANAGING THE GENERATIONS (MANAGING GENERATIONS)

MGT5690

This course explores the new economic, social and political reality of the multi-generational workplace. The primary objective of the course is to help students analyze today's workplace and the major generational differences effecting organizations. Students will learn about the unique

GRADUATE

attributes of each generation in the workplace. Emphasis will be placed on the development of effective communication, conflict resolution and management skills that are needed to maximize efficiency, harmony and success in the workplace.

CAVEAT: No graduate credit will be awarded if MGT4690 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining the differences/similarities between generations and understanding the meaning and importance of generational cohorts.
- Examining the attributes and preferred work style of each generation in the workplace.
- Examining the history, theory and management of the multi-generational workplace.
- Finding the elements that enhance the employer/employee “psychological contract” for each generation.
- Comparing and contrasting global generational cohorts to the United States generational cohorts.
- Defining the cross-generational workplace and potential organizational effects for today’s marketplace.
- Understanding the meaning of generational events and the significance of those events.
- Assessing the role of a generational cusper and identifying signposts.
- Managing generational conflict and developing organizational interventions.
- Appraising the importance of effective communication among the various generations currently in the workplace.
- Recommending where and how mixed generations can work well together.
- Critiquing potential solutions for bridging the generational gaps.
- Defending the unique work ethics and ethical behavior of each generation.
- Recommending and evaluating effective ways to manage and motivate different generations.
- Formulating and proposing organizational programs to enhance generational understanding.
- Evaluating current best practices on how to manage and bridge generation gaps in the workplace.
- Analyzing workplace rewards, recognition, benefits, compensation, recruiting and training programs within organizations and constructing arguments for potential changes.
- Predicting organizational implications for a cross generational future.
- Developing a “game plan” organizations can use to attract, retain and develop their employees and, in so doing, transform organizations to achieve compelling business results, increased employee motivation, improved customer connections and compete globally in the marketplace.
- Developing an action plan for working with each generation in the workplace.

CRITICAL THINKING (CRITICAL THINKING)

MGT5720

Critical thinking is among the most significant and practical tools for any individual, regardless of career status or life objectives. Philosophy is indeed the foundation of critical thinking, and a grasp of certain philosophical principles is essential to the most basic levels of logic, problem analysis, decision making, and creativity. In the areas of leadership and business it is imperative that critical thinking is the foundation that undergirds sound decision making and policy. This course will explore business related critical thought in the following ways: the concept of ‘thinking,’ perceptions, constructing knowledge, forming and applying concepts, relationships and organizing, morals, arguments, and reasoning.

CAVEAT: No graduate credit will be awarded if MGT4720 has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Correctly employing a range of terminology related to thinking.
- Identifying the key elements of structured logic, deductive, and inductive reasoning.
- Recognizing the difference between valid and invalid arguments as compared to true and false propositions.
- Discussing contemporary theories of morality stemming from critical thinking.
- Demonstrate solving complex business problems using critical thinking.
- Developing criteria for evaluating, clarifying, and expressing beliefs, theories, methods, and conflicting issues.
- Describing fundamental aspects to critical thinking, such as perceiving and believing.
- Identifying how believing and knowing lead to knowledge construction.
- Recognizing and explaining the power of language and thought in business interactions.
- Applying knowledge of critical thinking to strategies and conceptual models.
- Linking and synthesizing the principles of critical thinking to organizational structures and employment relationships.
- Applying research, writing skills, and resource documentation to critical thinking.
- Understanding and applying reasoning as a critical thinker.
- Examine living creatively and consider the elements in life needed to nurture creativity.
- Explore the role of critical thinking habits of an active learner and the nature of life-long learning.
- Demonstrate the stages of knowing and how reliable sources and veracity shape our decisions.
- Understand how the symbolic nature of language and denotation/connotation influence thought.

SERVANT LEADERSHIP (SERVANT LEADERSHIP)

MGT5750

The course involves defining and understanding Servant Leadership in various business settings. Based on that platform, the student will learn how to develop a personal sense of purpose, mission, and vision, as well as the skills and personal traits that will attract and motivate followers. The classic work of Robert Greanleaf will be the foundational text for this course. The Leadership Experience by Jim Kouzes and Barry Posner will provide an application of Servant Leadership in five key areas: leadership modeling, vision sharing, innovation and change, enabling others, and encouraging the heart of followers.

CAVEAT: No graduate credit will be awarded if MGT4750 has been successfully completed.

GRADUATE

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Explaining how Robert Greenleaf's work and personality led him to be a student of institutions.
- Identifying an expanded list of personal traits and methods that fit the Servant Leadership model and have proved valuable in various types of organizations.
- Identifying the principle of Servant Leadership in various business management settings.
- Identifying the concept of leadership modeling and its impact in the business setting.
- Analyzing how sharing business vision in the organization can transform both individuals and organizations.
- Analyzing servant leadership applied to organizational processes and innovations.
- Recognizing and describing the uniqueness of servant leaders role in empowering employees.
- Identifying and explaining encouragement as a key function of Servant Leadership.
- Connecting the concept of Non-Anxious Presence to Servant Leadership.
- Explaining the use of the term citizenship with regard to employees assuming responsibility for defining goals, self-motivation, and quality maintenance.
- Applying Servant Leadership in the student's personal and/or professional life.
- Identifying and describing a number of successful organizations whose leaders have exemplified the principles of Servant Leadership.
- Recognizing and discussing the need for healing with regard to leaders, workers, and institutions, and how Servant Leadership makes that possible.
- Examining a Servant Leadership strategic model for the modern organization.
- Identifying and describing a number of successful organizations whose leaders have exemplified the principles of Servant Leadership.
- Comparing the importance of Servant Leadership as an effective leadership approach among various leadership theories.
- Recognizing and discussing value and impact of Servant Leaders in Business and the intrinsic value of their contributions.

LAW APPLICATION FOR MANAGERS (LAW APPLN FOR MANAGERS)

MGT6106

The course presents the relationship of government regulations on management decision-making. Consideration is given to such law applications as antitrust legislation, labor legislation, worker and consumer protection, and environmental protection.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing the role of administrative law in business.
- Identifying and analyzing the purposes of a typical administrative agency.
- Analyzing the Grant of Authority of the Commerce Clause.
- Analyzing the relationship of federal and local regulation of commerce.
- Analyzing the employer-employee relationship as controlled by the Civil Rights Act of 1964, the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, and other laws.
- Analyzing the Texas Workers' Compensation Act.
- Analyzing the Occupational Safety and Health Act.
- Analyzing the law and consumer protection.
- Analyzing the Common Law Contract and its enforcement.
- Analyzing the State Deceptive Trade Practice Act and consumer protection.
- Analyzing the unfair acts and deceptive practices prohibited by the Federal Trade Commission Act.
- Analyzing the warranties extended to consumers by the Uniform Commercial Code.
- Analyzing the consumer protection from usury.
- Analyzing the Federal laws on credit.
- Analyzing activities prohibited by the Sherman Act.
- Discussing the Clayton Act's support of the Sherman Act.
- Discussing the Robinson Putman Amendment to the Clayton Act.

FOUNDATIONS OF PROJECT DELIVERY (FOUNDATIONS PROJ DELIVRY) (FORMERLY MGT6145 ADVANCED PROJECT MANAGEMENT FOUNDATIONS)

MGT6145

This course provides the student with an opportunity to acquire practical knowledge of project approaches, models, and artifacts for effective and efficient project value delivery. In this course, students demonstrate the ability to integrate and utilize project management knowledge through the selection and completion of case studies, discussion forums, and presentations. Students apply project management skills of developing and presenting project justification, development approach, requirements management, delivery models, and other project management artifacts that describe projects as value delivery systems.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding universal ethical principles as applicable in the application of Project Management in society.
- Defining how projects deliver value for business and society.
- Integrating project management principles as foundational guidelines for project strategy, decision making, and problem solving.
- Discussing strategic planning in projects, programs, and project portfolios.
- Tailoring project models, methods, and artifacts.
- Defining project scope and planning project delivery and deliverables.
- Integrating project development approach and value delivery life cycles (predictive, adaptive, and hybrid).
- Planning for stakeholder communication and information distribution.
- Applying the processes, tools, and techniques necessary to complete project work.
- Discussing the importance of systematically observing and measuring project performance.

GRADUATE

- Developing and presenting effective measurement progress and performance of projects.
- Discussing the importance and integration of team culture, performance, and leadership.
- Creating a valid and reliable method for addressing project management uncertainty and complexity.

PROJECT VALUE DELIVERY STRATEGY & PLANNING **(PRO VALU/DLVRY/STRAT/PLN)** **(FORMERLY MGT6151 PROJECT INITIATING & PLANNING)**

MGT6151

This course focuses on the project management principles, strategies, and planning techniques necessary for successful value delivery in enterprise projects. Students evaluate project models, methods and artifacts as applied to adaptive, predictive, and hybrid project approaches. Project management strategy and planning techniques are applied to appropriate project life cycles. Topics include projects as systems for value delivery, project management principles, and project life cycle selection and tailoring.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defending ethical principles as applicable in the performance of project management in organizations and society.
- Discussing integration of project management principles, project strategy and planning.
- Defining projects as systems for value delivery in business and society.
- Distinguishing among project value delivery strategies (Adaptive, Predictive, Hybrid).
- Evaluating common project models, methods, and artifacts used in project strategy, planning, and delivery.
- Evaluating project life cycle tailoring for value delivery optimization.
- Selecting the project development approach and life-cycle model.
- Applying the project planning performance domain.
- Discussing project budget development and funding requirements.
- Facilitating stakeholder communication and engagement.
- Evaluating for project uncertainty and complexity.
- Defining project work, metrics, and value delivery.
- Evaluating the importance of project team culture, development, and leadership.

PROJECT PERFORMANCE MANAGEMENT **(PROJECT PERFORMANCE MGMT)** **(FORMERLY MGT6152 PROJECT EXECUTION & CLOSING)**

MGT6152

This course focuses on the project management activities necessary for effective delivery of project outcomes. Students in this course identify and evaluate independent project performance domains that operate as an integrated system for the successful delivery of the project and its intended outcomes. Topics include the project principles and performance domain activities essential to the completion of project work and project value delivery.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Integrating project management principles with project performance and value delivery.
- Defending ethical principles as applicable in the performance of project management in organizations and society.
- Evaluating project development approaches and life cycle models.
- Implementing project work performance domain activities.
- Evaluating stakeholder engagement and project information distribution.
- Evaluating the role of quality assurance and continuous improvement in project value delivery.
- Integrating project team performance domain activities.
- Integrating project delivery performance domain activities.
- Integrating measurement performance domain activities.
- Integrating uncertainty performance domain activities.

PROJECT UNCERTAINTY, MEASUREMENT & DELIVERY MODELS **(PROJ UNCERT/MSR/DLVR MDL)** **(FORMERLY MGT6153 PROJECT RISK, COST, SCHEDULE-ESTIMATION & CONTROL)**

MGT6153

This course addresses the concepts, theories, procedures, and methods involved with project complexity, uncertainty, performance measurement, and delivery life cycle model selection. Students in this course identify, evaluate, and apply project management approaches, processes, tools, and techniques in these key project delivery performance domains.

PREREQUISITE: MGT6151 or MGT6152

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Integrating project management principles with project uncertainty, measurement, and continuous improvement.
- Defending ethical principles as applicable in the performance of project management in organizations and society.
- Evaluating project complexity and uncertainty.
- Identifying and analyzing project risk.
- Developing and optimizing project risk response.
- Evaluating effective approaches to project performance measurement.
- Discussing probabilistic estimation theory, simulation, analytic models, and estimation approaches.
- Analyzing project earned value metrics for project performance forecasting.
- Using metrics for improving project outcomes.

GRADUATE

- Identifying and describing commonly used project management models, methods, and artifacts.
- Evaluating project delivery models and project life cycle selection.
- Applying project tailoring for guided continuous improvement.

PROJECT DELIVERY APPLICATIONS

MGT6154

(PROJ DELIVERY APPLICATION)

(FORMERLY MGT6154 PROJECT MANAGEMENT APPLICATIONS)

This course provides the student with an opportunity to demonstrate academic achievement and practical knowledge of project approaches, models, and artifacts for effective and efficient project value delivery. In this course, students demonstrate their ability to integrate and utilize project management knowledge accumulated in prior coursework through the selection and completion of a course project. Students apply their knowledge by developing and presenting project justification, a project development approach, and other project delivery artifacts that describe how to manage and complete the course project.

PREREQUISITE: MGT6151, MGT6152

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Preparing project selection and justification documentation.
- Defining Projects as Value Delivery Systems.
- Completing the process of tailoring and documenting a project from inception through completion.
- Creating a valid and reliable method for addressing project issues, problems, and situations.
- Determining the proper project value delivery approach for implementing the course project.
- Determining the proper level of project governance and oversight functions of the performing organization.
- Integrating project cost budgeting activities across the project.
- Planning and implementing a risk management approach for projects.
- Performing project stakeholder engagement and communication activities.
- Performing project risk identification and mitigation activities.
- Performing project management planning processes.
- Performing project team management and leadership activities.
- Developing a requirements management system.
- Establishing effective project metrics and measuring project performance.

HUMAN RESOURCE MANAGEMENT LAW

MGT6172

(HR MANAGEMENT LAW)

This course presents an intensive exploration of statutes and regulations governing non-discrimination and employment. Emphasis will be placed on understanding and applying various regulatory requirements such as the National Labor Relations Act, the Social Security Act, the Fair Labor Standards Act, the Civil Rights Acts of 1866, 1871, 1964 and 1991, Executive Order 11246, Revised Order No. 4, Age Discrimination in Employment Act, Equal Pay Act, Pregnancy Discrimination Act, Immigration Reform and Control Act, and other employment statutes. Extensive examination of court decisions will be utilized.

PREREQUISITE: MGT 6177

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Analyzing the evolution of employment law and hypothesizing relative to future developments.
- Demonstrating knowledge of the Americans with Disabilities Act of 1990 and as amended in 2008 (ADA) and the requirements placed upon employers to accommodate disabilities.
- Demonstrating knowledge of the Fair Labor Standards Act of 1938 (FLSA) and its regulations regarding minimum wage, overtime pay, and child labor standards.
- Demonstrating knowledge of the Family and Medical Leave Act of 1993 (FMLA) and its requirements for employers to provide unpaid leave to employees for certain medical and family reasons.
- Demonstrating knowledge of labor laws such as the Labor Management Reporting and Disclosure Act of 1959 (LMRDA), the National Labor Relations Act of 1935 (NLRA), and the Labor Management Relations Act of 1947 (LMRA), and their impact on labor-management relations.
- Analyzing employer unfair labor practices and their implications.
- Demonstrating knowledge of the Occupational Safety and Health Act of 1970 (OSHA Act) and its regulations regarding workplace safety and health.
- Understanding staffing procedures and the legal implications of employment contracts and the employment-at-will doctrine.
- Demonstrating knowledge of the disparate impact and disparate treatment and their implications for employers.
- Demonstrating knowledge of the Fair Credit Reporting Act (FCRA) and its regulations regarding background checks and employment screening.
- Demonstrating knowledge of the Immigration Reform and Control Act (IRCA) and its regulations regarding employment eligibility verification.
- Understanding negligent hiring practices and their legal implications for employers.
- Demonstrating knowledge of Title VII of the Civil Rights Act of 1964 and 1991 and its regulations regarding unlawful discrimination in the workplace.
- Understanding the types of unlawful harassment and their legal implications for employers.
- Demonstrating knowledge of the Worker Adjustment and Retraining Notification Act of 1988 (WARN Act) and its requirements for employers to provide advance notice of mass layoffs and plant closures.
- Demonstrating knowledge of employee privacy rights in the workplace.

GRADUATE

- Demonstrating knowledge of whistleblower protection and other federal and state employment regulations.
- Understanding the difference between employee and labor relations and the effects on organizations.

ISSUES IN ORGANIZATIONAL STAFFING (ORGANIZATIONAL STAFFING)

MGT6174

The course examines policies, practices and procedures for effectively staffing organizations. Emphasis is given to planning staffing requirements, effective recruiting and selection methodologies, strategies for internal staffing, and the effects of downsizing and reengineering on the organization. Particular emphasis is given to contemporary staffing issues, problems, and challenges.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating the relationship between the sub-processes of the organizational staffing process and relating them to the human resource management process.
- Analyzing and applying the five staffing models to specific situations and considering the advantages and disadvantages of each.
- Comparing and contrasting the thirteen decisions that staffing strategy requires and how ethical staffing practice is established.
- Analyzing and applying to specific situations the provisions of the *Uniform Guidelines on Employee Selection Procedures* and the various *Interpretive Guidelines* issued by the Equal Employment Opportunity Commission.
- Illustrating an understanding of protected classes and developing programs, policies, and procedures to assure that they are afforded equal opportunity in the workplace.
- Developing programs, policies, and procedures that assure non-discrimination in recruiting, selecting, and other terms, conditions, and privileges of employment.
- Comparing and contrasting the various means of job analysis and developing job descriptions and job specifications that identify essential job functions and marginal job functions.
- Comparing and contrasting the various approaches for determining the future human resource needs of an organization and constructing a human resource plan utilizing one of these approaches.
- Analyzing statistical and judgmental techniques for forecasting HR requirements and availabilities to include advantages and disadvantages of core workforce, flexible workforce, and outsourcing strategies for different groups of employees.
- Analyzing the relationship between recruiting sources and recruiting methods and developing effective recruiting approaches based on the results of this analysis.
- Differentiating and critiquing employment testing, test validity, test reliability, and various mathematical approaches for determining that an employment test meets federal requirements for use in the workplace.
- Summarizing and constructing competency based job analysis and methods for collecting competencies.
- Comparing and contrasting the different systems for appraising employee and managerial performance and demonstrating knowledge of developing effective performance appraisal systems for use in internal staffing.
- Designing traditional, dual, and network career paths and demonstrating their use as an internal staffing method.
- Comparing and contrasting various employment interview techniques and determining which ones to use in specific situations or under varying conditions.
- Analyzing methods for combining multiple predictors while evaluating various methods for making a final selection.
- Creating a system for evaluating resumes and employment applications and conducting other pre-employment assessments such as background investigations, physical examinations, and drug tests.
- Evaluating and recommending the processes involved in reductions in force, layoffs, job sharing, and modified work schedules and their use in organizational downsizing.
- Calculating and analyzing costs and benefits of turnover and differentiating the types and causes of the employee turnover.
- Calculating and applying the quantitative and qualitative techniques for evaluating the performance of the staffing function in organizations and determining whether or not the staffing function is performing effectively.

MANAGEMENT: RESPONSIBILITIES & PRACTICES (MGMT:RSPNSBLTY/PRACTICE)

MGT6175

This course presents an intensive exploration of management as a systematic, disciplined process used to accomplish organizational goals with emphasis placed on an integration of ethics, accountability and responsibility in leadership and management practices. Topics include elements of the management system, organizational theory, and global management, centralized and decentralized authority, and evaluating various types of work groups and teams.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Demonstrating an in-depth understanding of managerial functions and the management process through casework applications.
- Demonstrating an ability to apply approaches to management thought and leadership theories by examining evolution and challenges.
- Demonstrating an in-depth understanding of managerial competencies.
- Analyzing the impact of various environmental influences on the management of organizations.
- Demonstrating knowledge of global considerations in organizational management.
- Comparing and contrasting the advantages and disadvantages of various types of work groups and teams.
- Demonstrating knowledge of organizational control systems.
- Analyzing strategic and operational management process and demonstrating creative problem solving and decision-making abilities.
- Analyzing resources capabilities within a competitive environment.
- Analyzing strategy formation at the business and corporate levels.
- Demonstrating knowledge of organizational behavior through power, politics, conflict, and stress strategy formation.
- Demonstrating an understanding of organizational ethics and social responsibility.
- Analyzing organizational challenges such as quality productivity, job satisfaction, and organizational design.
- Applying the concepts related to critical evaluation of organizational issues or initiatives.

GRADUATE

- Identifying how adaptive organizations are designed.
- Analyzing how organizational culture affects the management of organizations.
- Identifying the different leadership styles and how they affect the management of organizations.
- Evaluating how performance management impacts an organization.

COMPENSATION AND BENEFITS MANAGEMENT (COMPENSATION/BENEFIT MGT) FORMERLY MGT6176 COMPENSATION MANAGEMENT

MGT6176

The course focuses on total compensation systems in organizations. Financial considerations emphasized include labor market dynamics, organizational policies, job analysis, job evaluation, incentive systems, and performance management. The psychological and benefits aspects of pay systems are also examined in depth. The course will also discuss the total compensation systems to include benefits and how they increase retention.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Instituting job analysis and the development of job descriptions.
- Identifying the three basic philosophical approaches to compensation and benefits.
- Distinguishing the various intrinsic and extrinsic basis of compensation and benefits
- Critiquing the four basic methods of job evaluation.
- Rating benchmark and non-benchmark jobs.
- Designing a compensation and benefits structure.
- Discussing the dynamics of equality and fairness in compensation and benefits systems.
- Projecting a firm's need for competitive wages within an industry and a community.
- Separating the issues of pay and performance and the adjusting for the limitations of a pay-for-performance philosophy.
- Evaluating the potential and the impact of gain sharing and profit sharing incentive pay systems.
- Exploring the dynamic history and nature of executive compensation.
- Distinguishing the various levels of compensation in an organization and the rationales for their existence.
- Determining the origins of legally required benefits as well as other federal and state legislation on the management of a compensation and benefits system.
- Exploring the purposes and implementation of the variety of legally required benefits at both the federal and state levels on the compensation system.
- Establishing the budgeting, administration, and management requirements for effective compensation systems.
- Applying critical evaluation when implementing new compensation and benefits programs.
- Reviewing solutions to potential obstacles when implementing new programs and successfully implementing the program.
- Designing and leading a new compensation and benefits program for an organization that aligns with the strategic plan.
- Discussing the new state pay transparency laws and how that could impact employers.

HUMAN RESOURCE MANAGEMENT (HUMAN RESOURCE MGMT)

MGT6177

The course presents a systematic framework for analyzing and evaluating human resource management functions within an organization. Topics include hiring, training, compensation, benefits, employee relation/labor relations, performance management, safety, and health management. This course will review Human Resource Competencies in Early Career, Mid-Career, and Senior Career. Topics will also include key competencies in mandatory areas of Human Resource Management.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Assessing human resource management activities such as forecasting requirements workforce availability analysis, and talent requirements needed by an organization.
- Analyzing the legal environment surrounding human resource management functions.
- Understanding the performance management process, the methods used, and the problems encountered.
- Evaluating the strategic role for the human resources department and professional, reviewing the competencies necessary in anticipating and preparing for future business needs.
- Reviewing competencies in Compensation and Benefits including the following: creating a flexible workplace, designing incentives and rewards, managing a diverse workforce, talent management and recruitment.
- Evaluating the competency in Employee Relations including the following: Managing and Responding to Poor Employee Performance, Managing Virtual Work Teams and Workplace Dispute Resolution.
- Analyzing Transformational Strategic Human Resources approaches in Ethics, Organizational Strategy, and The Role of Mission and Values in Strategic Human Resources Management.
- Evaluating the role and effectiveness of Human Resources in global and cultural domains.
- Understanding the employment laws impacting human resource management functions.
- Illustrating competency in Training and Development including the following: Conducting Needs Assessments, Return on Investment, Transfer of Training, Using Technology in Communication and Training.
- Summarizing Workforce Planning including the following: Aging and Employment Strategies, Job Analysis based on Performance Appraisal, Performance Management, and Appraisal.
- Reviewing the ability to effectively exchange information with stakeholders, organizational leaders, and employees. This includes both verbal and written interactions and is the foundation on which relationships are built and maintained.
- Analyzing the integration of integrity and accountability through all organizational and business practices.
- Developing HR practices focusing on fairness, justice and ethical decision standards for all organization members.

GRADUATE

- Evaluating new organization initiatives, consulting, creating strategic staffing plans and then leading the implementation of those that receive approval.
- Applying the concepts related to critical evaluation competency to key roles and duties performed by Human Resources professionals.
- Analyze the utility of human resource information systems data to manage human capital.

Course deliverable: Each graduate student will produce and record a Powerpoint presentation using technology. The student learner will be expected to do ample research on a Human Resource topic from the textbook and choose a context (organization, management, etc.) to provide recent and relevant information. The PowerPoint presentation should discuss the topic, how it affects the workplace and the future of Strategic Human Resources Management.

STRATEGIC MANAGEMENT (STRATEGIC MANAGEMENT)

MGT6203

The course presents the functions of management in the formulation of strategic policies, goals, objectives, and procedures relative to organizational effectiveness. Topics include theories of strategic planning, internal and external factors in strategic planning, strategic planning relative to goals, forecasting techniques, and analyzing and evaluating change. The course is a capstone integration of all aspects of business that focuses on strategic planning.

PREREQUISITE: Twelve hours of 5000/6000 level ACC, BUS, ECO, FIN, MGT, MKT.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Discussing the major issues associated with gaining acceptance of the strategic planning process.
- Identifying organizational structures that are compatible with stated organizational directions.
- Describing techniques for integrating the functional areas of a business with strategic business units.
- Identifying and analyzing information sources used in the development of a strategic plan.
- Analyzing and evaluating the effectiveness of corporate and business level strategies.
- Evaluating financial ratios and financial statements and their impact on an organization's operations.
- Evaluating marketing agendas and how it complies with the organization's strategy.
- Identifying and utilizing organizational internal and external factors (strengths, weaknesses, opportunities, threats), and core competencies to gain a competitive advantage.
- Formulating, implementing, and evaluating strategic plans.
- Understanding the purpose and function of the Mission and Vision statements.
- Recognizing the importance of ethical standards and social responsibility as a core value of an organization.
- Assessing various types of strategies, integration strategies, intensive strategies, diversification strategies and defense strategies faced by organizations today to remain competitive or gain a competitive edge.
- Preparing and delivering a strategic business plan for an actual or hypothetical business or organization.

MANAGING THE GLOBAL WORKFORCE (MANAGE GLOBAL WORKFORCE)

MGT6220

This course provides students with the skills necessary to manage the global workforce effectively. Students will learn how to conduct human resources in global organizations. The course will examine the international dimensions of human resource management, global business strategies, and contexts for managing the global workforce. A variety of global workforce topics will be discussed including global competencies, cultural concerns, selection, training, and development as well as managing attitudes and behaviors globally. The course will also explore the future of global workforce planning and talent management by identifying alignment with strategic goals, future technology, and contextual issues affecting companies.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating globalization principles, global human resource management, and global strategic human resource management elements.
- Analyzing factors that influence global multiculturalism and geographical dispersion.
- Researching the natural culture influences, attitudes and behaviors in joint ventures, acquisitions, collaborative alliances, subsidiaries, and multinational structures and the effects on the global workforce.
- Differentiating cross-border differences in labor economics, labor supply, employment regulations, employee representation, and long-term graphic trends.
- Illustrating Hofstede's cultural differences, cultural agility, cultural adaptations, and cultural integration.
- Distinguishing the four types of staffing strategies, the differences in staffing across countries, and issues associated with implementing global staffing and talent management.
- Debating the global competencies for the workforce, strategic and global challenges in employee training and identifying global training and development trends.
- Developing and designing an effective global mobility program highlighting global assignments, adjustment to foreign cultures, work role factors, expatriation-repatriation cycle, and support practices.
- Managing the challenges, issues, and decisions for managing the global workforce.
- Comparing and contrasting the elements of national labor relations systems, the relationship between MNE's (multi-national enterprises) and organized labor around the world.
- Summarizing different institutional environments related to various forms of corporate social responsibility.
- Comparing the various guidelines for ethical decision making and discussing the elements of a corporate code of conduct globally.
- Anticipating the emerging issues in global organizations and changes in global business environments.
- Examining human resource activities and technology in cross-border mergers and acquisitions.
- Developing and recommending a selection method and training strategy for a particular country using technology.
- Analyzing the psychological contract across national contexts and institutional contexts.

GRADUATE

- Evaluating convergence, divergence or equilibrium concepts related to global strategy and the effects it has on managing the global workforce.
- Diagnosing factors that influence organizations developing a global workforce.
- Comparing and contrasting international joint ventures, mergers and acquisitions and collaborative alliance as it relates to global workforce staffing, training, compensation, etc.
- Researching the workforce effects of country of origin, dominance, localization and re-contextualization processes.
- Evaluating Global and Cultural effectiveness in organizations and the role of Human Resources.

ADVANCED PERFORMANCE MANAGEMENT (ADV PERFORMANCE MGMT)

MGT6430

This course provides students with the advanced skills necessary to understand performance management in organizations (both domestic and global) and how it impacts the business environment. The course will examine the concepts, designs, applications, and implementation of performance management that helps increase an organization's human capital. A variety of performance management topics will be discussed including strategic and general considerations such as rewards systems, process, measurement, behaviors, communications, employee development, legal issues, and team performance. The course will also explore the future of performance management by identifying alignment with strategic goals, future technology, and contextual issues affecting the performance management system.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying multiple purposes of a performance management system including strategic, administrative, informational, developmental, organizational, maintenance and documentation purposes.
- Exploring the critical features of an ideal performance management system.
- Researching the role of performance management in the business context.
- Differentiating results from behaviors, performance planning, and performance renewal and re-contracting.
- Discussing the importance of prerequisites needed before a performance management system is implemented, including knowledge of the organizations' mission and strategic goals and understanding of the positions within the organization.
- Identifying the various factors that determine performance, including declarative knowledge, procedural knowledge, and motivation.
- Discovering various types of teams and how teams may require different types of performance management. Designing effective appraisal forms.
- Designing performance management systems that focus on individual performance, an individual performance that contributes to team performance.
- Exploring the behavioral approach to measuring performance including the identification and assessment of competencies.
- Developing comparative performance measurement systems such as simple rank order, alternation rank order, paired comparisons, relative percentile and forced distribution (being aware of the relative advantages and disadvantages of each).
- Discovering the psychological mechanisms leading to the inflation and deflation of performance ratings.
- Describing the critical steps that must be taken before the performance management system is launched, communication plans, training programs, and various measurements that will provide information regarding the systems effectiveness.
- Examining the importance and benefits of including a developmental plan as part of the performance management system.
- Developing a performance management system that includes both task and contextual performance dimensions.
- Discovering and identifying the critical skills managers need to manage the performance of their employees effectively, including skills regarding coaching, giving feedback and conducting performance review meetings.
- Understanding how the manager's personality and behavioral preferences determine his or her coaching style.
- Designing a contingent pay plan, taking into account key variables such as the organization's culture and strategic business objectives.
- Identifying the ethical and legal considerations for performance management as well as the point at which a performance management system allows illegal discrimination.
- Exploring and identifying issues involved in implementing a performance system on-line.

COMPETITIVE MARKETING ANALYTICS (COMP MARKET ANALYTICS)

MGT6450

This course applies data analytics to problems in marketing to better understand customer needs and preferences and to help organizations accomplish their strategic goals and objectives. Special emphasis will be placed on summarizing marketing data, forecasting new products, pricing strategies, estimating demand, segmenting markets, calculating customer lifetime value, retailing, advertising, and internet and social media marketing. Students will also learn how to construct models to support decisions in the areas of customer acquisition, engagement, satisfaction, and retention. Finally, Competitive Marketing Analytics will integrate the fundamentals of business analytics in a marketing context with research design best practices; survey design, execution, and analysis; and qualitative methods including focus groups, case studies, and interviews.

Topics covered in Competitive Marketing Analytics will include data management, applied descriptive statistics, graphical analyses, dealing with missing data and outliers, dealing with violations of model assumptions, exploratory factor analysis, cluster analysis, discriminant analysis, multiple regression analysis, analysis of variance (ANOVA), multiple analysis of variance (MANOVA), regression with binary dependent variables, and structural equation modeling.

PREREQUISITE: BUS3310 Competitive Analysis (or its equivalent).

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Collecting, storing, cleaning and managing marketing analytics data.
- Synthesizing and applying universal ethical principles to competitive marketing analytics in modern organizations.
- Summarizing marketing data using descriptive statistics and graphical techniques.
- Examining marketing data for missing information, outliers, normality, homoskedasticity, and linearity.

GRADUATE

- Specifying marketing models in consideration of data availability and limitations.
- Exploring the structure of data using principal component, confirmatory, and exploratory factor analysis.
- Constructing marketing models using binary and multiple regression analysis.
- Segmenting markets using hierarchical and nonhierarchical cluster analysis.
- Implementing the marketing research process including constructing a problem statement, performing data analysis, and interpreting results.
- Utilizing a statistical processing software package to collect, organize, and analyze marketing data.
- Utilizing data obtained from multiple sources including customer surveys, focus groups, case studies, and questionnaires.
- Applying regression analysis to problems in marketing analytics.
- Applying analysis of variance, multiple analysis of variance, and discriminant analysis to problems in marketing analytics.
- Applying structural equation modeling to problems in marketing analytics.
- Identifying the most appropriate marketing model in consideration of research design, sampling, and measurement issues.
- Integrating quantitative marketing analysis with qualitative techniques including focus group, case studies, and survey analysis best practices.

APPLIED BUSINESS ANALYTICS (APPLIED BUS ANALYTICS)

MGT6460

This course is the introductory course for the Master of Science in Enterprise Analytics. Students will become familiar with an overview and framework for understanding business analytics principles. Students will also be introduced to the theories, strategies, tools, and applied statistical techniques necessary to master the implementation of enterprise analytics to gain competitive advantage. The course will focus on applying predictive analytics methods, processes, and best practices to common problems faced by organizations. Students will acquire knowledge of the tools, techniques, and processes needed to effectively employ enterprise analytics applications such as statistical modeling, machine learning, artificial intelligence, linear/non-linear programming, optimization, and root cause analysis.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying and evaluating influential literature relevant to Business Analytics topics.
- Synthesizing and applying universal ethical principles to Business Analytics in modern organizations.
- Identifying, evaluating, and applying Business Analytics principles and techniques within the context of the modern organization.
- Understanding the implications of producing valuable insights for decision-making based on in-depth analyses of large amounts of internal and external data.
- Discussing the importance of engaging current and future stakeholders through building an organizational environment that balances decision support needs and expectations against the validity of the data sources available.
- Managing the challenges associated with data science personnel and resources.
- Analyzing, evaluating, and applying stakeholders' feedback to prioritize and improve future Business Analytics applications.
- Analyzing, evaluating, and applying Business Analytics best practices for effective coordination and informed decision making in modern organizations.
- Creating and cultivating an environment of transparency, trust, and conflict resolution, and high performance in the application of Business Analytics.
- Producing and maintaining an evolving Business Analytics plan, from initiation to closure, based on organizational goals, values, risks, constraints, stakeholder feedback, and review of findings.
- Discussing the importance of evidenced based learning (inspection and adaptation) in Business Analytics applications.
- Integrating continuous quality improvement, effectiveness, value of the product, process, and team concepts into Business Analytics.

OPERATIONS ANALYTICS (OPERATIONS ANALYTICS)

MGT6470

This course will provide the student with an overview and framework for understanding the principles of operations analytics. Students will be provided with an introduction to strategies that support the utilization of data to profitably match supply with demand through a given enterprise. In doing so, students will acquire competencies in the area of operations analytics through the review, application, and evaluation of the theories, strategies, tools, and methods that comprise the operations analytics body of knowledge. Course topics build on the origins, philosophy, and best practices of operations analytics to include analytical methods necessary to effectively employ enterprise applications such as analysis matrices, operation structures, artificial intelligence, key performance indicators, data analysis software, network diagramming, cost analysis, and targeting.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying and evaluating influential literature relevant to operations analytics topics.
- Synthesizing and applying universal ethical principles to operations analytics in modern organizations.
- Identifying, evaluating, and applying operations analytics principles and techniques within the context of the modern organization.
- Understanding the implications of producing valuable insights for decision-making based on in-depth analyses of large amounts of internal and external data.
- Discussing the importance of using operations analytics to create business value.
- Understanding how to create and build an organization that prioritizes operations analytics in the decision-making process.
- Analyzing, evaluating, and applying stakeholders' feedback to prioritize and improve future operations analytics applications.
- Analyzing, evaluating, and applying operations analytics best practices for effective and informed decision making in modern organizations.
- Discussing the importance of the role the customer has in data analysis and decision-making.
- Identifying and applying appropriate operations analytics tools and software to meet various strategic operational goals.
- Discussing the importance of leveraging operations analytics data to better enable organizations to understand customer demands and needs.
- Discussing the future of operations analytics and integration of artificial intelligence in analyzing big data.
- Identifying, evaluating, and applying effective methods and techniques for digital operations analytics.
- Understanding the difference and applicability between competitive intelligence and digital intelligence with respect to operations analytics.

PREDICTIVE HUMAN RESOURCES ANALYTICS (PREDICTIVE HR ANALYTICS)

MGT6480

In this course, students will learn how to use predictive human resources (HR) analytic techniques to improve upon an organization's ability to find, screen, recruit, train, on understanding engage, and retrain new employees. The class will start by defining HR analytics with special emphasis on understanding the need for utilizing HR analytic techniques, information systems, data, and analysis strategies. Additional topics include applied statistical modeling in the areas of diversity analytics, employee attitude surveys, predicting employee turnover, predicting employee performance, selection analytics, and HR policy evaluation. Upon completion, students will be able to determine the appropriate quantitative method given the different types of HR data available to a firm with the ultimate goal of improving upon HR operations. Finally, students will learn how to utilize a statistical processing software package in a lab-like setting to construct and interpret predictive HR analytics.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Managing HR information sources including HR databases, employee attitude survey data, sales performance data, and HR operational performance data.
- Describing the HR analytics process from data collection to project completion.
- Examining procedures centered on the collection, management, analysis, and result interpretation of HR data.
- Summarizing HR data using descriptive statistics and graphical techniques.
- Examining HR data for missing information, outliers, normality, homoskedasticity, and linearity.
- Specifying HR models in consideration of data characteristics, functional forms, omitted variables, irrelevant variables, and measurement error.
- Developing an awareness of analysis software options including Stata, SPSS, Minitab, SAS, R, Python, and other statistical processing software packages.
- Predicting employee performance and loyalty using binary, stepwise, and multiple linear regression analysis.
- Modeling employee persistence using discriminant analysis, multiple regression analysis, and logistic regression.
- Monitoring the impact of HR interventions, programs, policies, and procedures.
- Conducting diversity analytics to evaluate firm performance in the areas of diversity, equity, and inclusion.
- Using inferential statistical methods to assess differences in and model employee engagement levels.
- Reflecting on HR analytics usage, ethics, and limitations.

HUMAN RESOURCE MANAGEMENT APPLICATIONS (HR MGMT APPLICATIONS)

MGT6485

This course provides students with an opportunity to demonstrate academic achievement and practical knowledge of Human Resource management theories, tools, techniques, and processes necessary for effective Human Resource practices. In this course, students demonstrate their ability to integrate and utilize Human Resource management knowledge accumulated in prior course-work through the selection and completion of a course project. Students apply their knowledge by developing and presenting project justification, Human Resource delivery plan, and other Human Resource project management artifacts that describe how to manage a Human Resource department project.

PREREQUISITES: COM6303, MGT6177, MGT6172, MGT6175, MGT6176, MGT6220

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Learning both the SHRM HR Content areas as well as the HR Competencies.
- Growing to become a leader among leaders in the field of human resources.
- Managing complex operational and strategic issues in both public and private contexts.
- Creating guidelines for conduct and behavior expectations to enhance employee engagement.
- Analyzing legal, ethics, and corporate responsibility and the impact in organizations.
- Integrating how to resolve conflicts; develop and employ performance appraisals; train employees in a diverse workplace.
- Evaluating Human Resource theories, programs, and practices.
- Developing and learn to become strategic partners with senior management as they compete in a global workplace.
- Investigating and illustrate best practices in talent development, global human resources, business leadership, and communication.
- Appraising and create innovative human resource strategies for various business environments to maximize organizational effectiveness.
- Utilizing metrics and systems to strategically develop human capital and maximize employee productivity and performance.
- Interpreting cultural dimensions and global knowledge to drive organizational performance.
- Demonstrating the ability to manage interactions to support organizations and describes the ability to maintain productive relationships.
- Reviewing the ability to effectively exchange information with stakeholders, organizational leaders and employees. This includes both verbal and written interactions and is the foundation on which relationships are built and maintained.
- Analyzing the integration of integrity and accountability through all organizational and business practices.
- Identifying HR practices focusing on fairness and justices for all people within the organizations.
- Developing organizational ethical standards and create HR systems that reinforce the organizations' desired ethical climate.
- Assessing the new Human Resources competencies and competency model for the 21st century.
- Evaluating new organization initiatives, consulting, and then lead the implementation of those that receive approval.
- Applying the concepts related to critical evaluation competency to key roles and duties performed by Human Resources professionals.
- Reviewing solutions to potential obstacles to successful implementation of organizational initiatives.
- Identifying how Human Resources leaders can be transformational leaders for the organization by leading change.
- Demonstrating the ability to apply business acumen in various context.
- Evaluating Global and Cultural effectiveness in organizations and the role of Human Resources.

ENTERPRISE ANALYTICS (ENTERPRISE ANALYTICS)

MGT6490

Enterprise Analytics is the capstone course for the Master of Science in Enterprise Analytics. Students will use integrative, problem-based learning materials including a reference text, case studies, and business analytics simulations to review, apply, and integrate content learned throughout the Enterprise Analytics degree program. Strong emphasis will be placed on enterprise analytics project completion. Business analytical topics that will be reviewed, integrated, and applied to real-world problems in business include data management and wrangling, data visualization and summary measures, forecasting, probability distributions, statistical inference, regression analysis, decision trees, cluster analysis, and working with time series data. Students will also build upon their current knowledge to learn the fundamentals of data mining, both supervised and unsupervised, and its role in enterprise analytics. Finally, students will learn how to utilize a statistical processing software package in a lab-like setting to master the science of enterprise analytics.

PREREQUISITE: ACC6135, MGT6460, MGT6470, MGT6480, MKT6450

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Critically examining real-world problems using teamwork, logic, and data analytics to provide support for organizational decisions.
- Integrating business analytics capabilities with strategy, leadership, and management skills to affect positive change.
- Achieving mastery of graphical, descriptive, and inferential statistical analyses covered in the MSEA program through the use of problem-based learning techniques.
- Applying business analytical techniques through discussion business analytics simulations, written integrative case analyses, and a final presentation.
- Understanding the role that data analytics plays in helping an organization achieve its strategic initiatives and attain a long-term competitive advantage.
- Demonstrating that data analytics and organizational decision-making are integrative processes, and that as decisions take place, new data must be analyzed and understood.
- Understanding that successful financial performance is the result of several possible variables; that is, rarely does a single variable fully explain a business outcome of interest.

AGILE PROJECT MANAGEMENT (AGILE PROJECT MANAGEMENT)

MGT6505

This course focuses on the values, principles, frameworks, and methods that comprise the agile project management body of knowledge. Topics include the origins, philosophy, and practice of agile project development including value driven product delivery systems, stakeholder and team performance; adaptive planning; problem detection and resolution; guided continuous improvement; and ethical leadership, in the agile project context. Student in this course evaluate influential agile project research and appraise the project management tools, techniques, knowledge, and skills necessary for successful value delivery.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating and appraising influential research from the agile project domain.
- Discussing the history, origins, and benefits of Agile and agile project management.
- Comparing the advantages and disadvantages Adaptive, Predictive, and Hybrid approaches to project value delivery.
- Defending the value proposition of principle-based project delivery systems.
- Differentiating among agile project management lifecycles, frameworks, and methods.
- Selecting the components of value driven delivery in the agile project management context.
- Evaluating components of the Stakeholder Performance Domain in the agile project management context.
- Evaluating components of the Team Performance Domain in the agile project context.
- Planning a proactive and adaptive development approach for the creation of project deliverables.
- Explaining risk, ambiguity, and complexity associated with problem detection and resolution in adaptive/agile projects.
- Evaluating the components of guided continuous improvement in the agile project context.
- Adapting ethics and moral leadership in the agile project development approach.

AGILE FRAMEWORKS (AGILE FRAMEWORKS)

MGT6515

Focused on management frameworks applied in the performance of Agile projects, this course presents essential skills and activities utilized in managing complex Agile project management frameworks within modern organizations. Topics include the processes, tools, and techniques essential to the identification, definition, and tailoring of agile project management frameworks that lead to successful delivery of desired project results. Students in this course evaluate influential research from the Agile Project Management body of knowledge regarding the adoption and management of processes and management frameworks applied in agile projects. Specific agile frameworks studied include Scrum, Kanban, Disciplined Agile Delivery (DAD), Scaled Agile Framework (SAFe), Large Scale Scrum (LeSS), and others.

PREREQUISITE: MGT6505

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating and appraising influential research from the agile project domain relevant to Agile delivery frameworks.
- Adapting ethics and moral leadership in the application of agile project management frameworks.
- Application of the Agile Manifesto values and principle-based value delivery systems at the enterprise level.
- Evaluating the implications for organizational culture and values when scaling Agile to the enterprise level.
- Comparing strengths and weaknesses of various predefined Agile project management frameworks.
- Discussing the Envision-Speculate-Explore-Adapt-Close Agile delivery framework.

GRADUATE

- Evaluating enterprise value driven delivery frameworks in the Agile project management context.
- Evaluating the role of process tailoring in an Agile project management framework.
- Discussing the role of governance in Agile project management frameworks.
- Evaluating the project management functions in enterprise Agile frameworks.
- Developing a project integration and delivery plan within an Agile project management framework.
- Evaluating requirements and tasks coordination in enterprise Agile project management frameworks.

AGILE METHODS (AGILE METHODS)

MGT6520

Focused on the strategic and tactical methods applied in the management of Agile projects, this course presents essential skills and activities utilized in managing complex Agile projects within modern organizations. Students in this course evaluate influential research from the Agile Project Management body of knowledge regarding the adoption and application of tools, techniques, and processes applied in Agile projects. Topics include Agile methods applied for value-driven delivery, stakeholder engagement, team performance, adaptive planning and problem detection and resolution in Agile projects..

PREREQUISITE: MGT6505

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating and appraising influential research from the agile project domain relevant to agile methods.
- Adapting ethics and moral leadership in the development of agile project management.
- Application of the Agile Manifesto values and principles using Agile methods.
- Discussing Agile methods for motivating, building, and mentoring agile teams.
- Analyzing, evaluating, and applying Agile project/product analysis and design principles including progressive elaboration, Agile modeling, product backlog, user stories, and collaboration games.
- Discussing Agile estimation methods of relative sizing (story points), affinity estimating, wideband Delphi, and ideal time.
- Analyzing, evaluating, and applying methods for team and other stakeholder communication including information radiators, collocation, osmotic communication, social media, active listing, brainstorming, and feedback methods.
- Evaluating and applying Agile project metrics including velocity, cycle time, lead-time, EVM for agile projects, work in progress (WIP) and agile KPIs.
- Discussing Agile planning, monitoring, and adapting methods including timeboxing, WIP limits, backlog grooming/refinement, product-feedback loop, daily standups, trend analysis, retrospectives, and iteration and release planning.
- Discussing Agile process improvement methods including Kaizen, five WHYs, retrospectives, process tailoring, value stream mapping, control limits, and root cause analysis.
- Analyzing, evaluating, and applying Agile product quality methods including inspection and evaluation, definition of done, continuous integration/DevOps, and technical quality assurance tools.
- Discussing Agile value-based prioritization methods including ROI/NPV/IRR, customer valued prioritization, requirement reviews, minimal viable product (MVP), minimal marketable feature (MMF), relative prioritization/ranking, MoSCoW, and Kano analysis.

AGILE VALUE DELIVERY (AGILE VALUE DELIVERY) (FORMERLY MGT6525 ADVANCED AGILE PROJECT MANAGEMENT)

MGT6525

This course provides students with an opportunity to demonstrate academic achievement and practical knowledge of Agile project management tools, techniques, and processes necessary for effective and efficient product delivery. In this course, students demonstrate their ability to integrate and utilize Agile project management knowledge accumulated in prior coursework through the selection and completion of a course project. Students apply their knowledge by developing and presenting project justification, Agile product delivery plan, and other Agile project management artifacts that describe how to manage and complete the course project.

PREREQUISITE: MGT6505, MGT6515, MGT6520

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Evaluating influential literature relevant to advanced agile project management topics.
- Defining ethical principles and moral leadership in the development of agile project management.
- Identifying, evaluating, and applying Agile principles and mindset within the context of the project team and organization.
- Understanding the implications of producing valuable project results by producing high-value increments for review, early and often, based on stakeholder priorities.
- Discussing the importance of engaging current and future Agile project stakeholders through building a trusting environment that aligns their needs and expectations with an understanding of the cost, effort, and uncertainty involved.
- Evaluating stakeholder performance and collaboration throughout the Agile project life cycle.
- Analyzing, evaluating, and applying of agile practices for effective coordination and informed decision making in the Agile project management context.
- Creating an environment of transparency, trust, and conflict resolution that promotes team self-organization and cultivates a culture of high performance.
- Producing and maintaining an evolving Agile project management plan, from initiation to closure, based on goals, values, risks, constraints, stakeholder feedback, and review findings.
- Evaluating the Agile practice of continuous identification of problems, impediments, and risks.
- Defending the importance of evidenced based learning (inspection and adaptation) in Agile projects.
- Discussing continuous improvement of quality, effectiveness, and value of the product, the process, and the team in the Agile project management context.

INNOVATION (INNOVATION)

MGT6705

This course explores the discipline of innovation and management. Students will investigate and discuss the changes and challenges in today's marketplace as a driving force for innovation. Topics include the foundations of innovation, strategically managing and leading innovation, reverse innovation, disruptive innovation, risk versus reward, initiatives and processes, developing talent, social innovation, marketplace challenges, new initiatives, managing innovation, sustainability, and ethical innovation.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining the importance of being able to adapt to today's marketplace challenges and competition by creating an innovative organization.
- Understanding how demographics and the marketplace drive innovation.
- Exploring the models and different types of innovation.
- Understanding how innovation helps grow and sustain a business.
- Understanding the importance of brainstorming new innovative ideas.
- Understanding how to turn an idea into an initiative.
- Understanding the process of new initiative implementation.
- Exploring the concept of social innovation.
- Understanding the role of innovation teams within the organization.
- Understanding how organizational culture affects innovation initiatives.
- Understanding the concept of reverse innovation.
- Exploring the concept of disruptive innovation.
- Understanding how to use a Customer-Centered Innovation Map.
- Managing risk versus reward.
- Understanding ethics as it relates to innovation.
- Understanding the importance of leadership and communication during the innovative process.
- Assessing the importance of sustainability.
- Discussing lessons learned and issues to be addressed for future organizational success.

ENTREPRENEURSHIP IMPLEMENTATION (ENTREPRENEURSHIP IMPLEMENTATION)

MGT6755

This course serves as the Capstone course for the MBA in Entrepreneurship. The course provides advanced knowledge, strategies, and tactics needed for a new start-up business. The primary goal for this course is to enable the student to gain the necessary knowledge to write and implement a new business venture plan.

PREREQUISITE: Prior to enrollment in MGT6755, students must meet the following requirement: All course work completed, except electives.

RGS6036	Ethics for Decision Making
BUS5425	Entrepreneurship
MKT6450	Competitive Marketing Analytics
MKT5260	Digital Marketing Foundation
MGT6177	Human Resource Management
MGT6175	Management Responsibilities & Practice
MGT6705	Innovation

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying and evaluating influential literature relevant to entrepreneurship topics.
- Understanding and applying universal ethical principles to entrepreneurship in modern organizations.
- Creating and applying entrepreneurship principles and techniques within the context of the modern organization.
- Analyzing the various legal implications of small business planning.
- Discussing the importance of entrepreneurship and the global environment.
- Determining how to create and build a small business that prioritizes entrepreneurial success in the decision-making process.
- Analyzing, evaluating, and applying stakeholders' feedback to prioritize and improve future entrepreneurship applications.
- Analyzing, evaluating, and applying entrepreneurship best practices for effective and informed decision-making in a small business environment.
- Discussing the importance of the role of a leader executing entrepreneurship plans.
- Identifying and applying appropriate entrepreneurship tools and techniques related to franchising and hybrids.
- Discussing the importance of leveraging an entrepreneurial competitive advantage to better enable small business enterprises to understand competition among firms and industries.
- Discussing the future of entrepreneurship concepts and successful marketing strategies for entrepreneurs.
- Identifying, evaluating, and applying knowledge of capital resources needed by entrepreneurs.
- Analyzing the relationship of competitive dynamics and marketplace success in entrepreneurship.

APPLIED PREDICTIVE ANALYTICS (APPLIED PREDICTIVE ANALYTICS)

MGT6785

This course will explore the foundations of predictive analytical techniques on various data sets to guide the decision-making process. A variety of crucial topics will be addressed. Topics may include the following: (1) descriptive modeling techniques such as principal component analysis

GRADUATE

and clustering algorithms (i.e., k-means algorithm) and (2) predictive modeling techniques such as decision trees, linear regression, logistic regression and the k-Nearest Neighbor (k-NN). Other topics may be covered if time permits.

PREREQUISITE: MGT6460 Applied Business Analytics

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining the term 'predictive analytics.'
- Differentiating between supervised and unsupervised learning.
- Discussing the key differences between parametric and nonparametric models.
- Understanding some of the common obstacles and challenges in using predictive analytics.
- Describing the importance of both understanding and cleansing the data prior to doing any analytic technique aimed at gaining actionable insight from the data.
- Conducting a principal component analysis on a data set using software and interpret the results.
- Comparing and contrasting clustering versus classification algorithms.
- Conducting a k-means algorithm on a data set using software and interpret the results.
- Comparing and contrasting both linear and logistic regression. Understand the similarities and differences.
- Explaining the results of a decision tree analysis and its implications for decision-making.
- Conducting a regression analysis (both linear and logistic) on a data set using software and interpret the results.
- Conducting a k-NN analysis on a data set using software and interpret the results.

**APPLIED DATABASE MANAGEMENT
(DATABASE MANAGEMENT)**

MGT6790

This course will explore the foundations of database management to support organizational and administrative processes. A variety of crucial topics will be addressed. Topics may include the following: the concept of database management systems (DBMSs); DBMS security, integrity, recovery, and concurrency considerations; DBMS data models; data manipulation; and database design. Principles studied will be reinforced through application as students will build, populate, and query a database.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding data concepts in a database management system (DBMS) environment.
- Comparing and contrasting the different types of database management systems (DBMS) that exist.
- Understanding all aspects of the database development process.
- Understanding the needs and concerns related to different database environments.
- Applying modern database management principles to develop and implement a database system using appropriate technology.
- Applying modern database management principles to perform database functions.
- Describing the implementation of database concepts within database systems.
- Comparing and contrasting the popular database management systems that exist to include Microsoft Access, MySQL, and MongoDB among others.
- Understanding the linkage between databases and data analytics.

**APPLIED STORYTELLING & VISUALIZATION
(STORYTELLING/DATA VISUAL)**

MGT6795

This course will explore the foundations of data visualization techniques on various data sets to guide the decision-making process. A variety of crucial topics will be addressed. Topics may include the following: perceptual principles for displaying data, the critique and improvement of data visualizations, the use of color and sizing principles to enhance graphical displays, the use of data visualizations to explore data, the discussion of new industry-accepted data visualizations and graphics, and the discussion of software packages for generating such displays of data. Other topics may be covered if time permits.

PREREQUISITE: MGT6460 Applied Business Analytics

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Defining the term 'data visualization.'
- Deconstructing a graphic into the data displayed and understand how it is mapped to visual properties.
- Describing the order of accuracy of perceptual tasks and how this affects the choices made in constructing a visualization.
- Critiquing a visualization based on its purpose, as well as its use or abuse of perceptual principles.
- Suggesting improvements to a data visualization to enhance its effectiveness as needed.
- Applying appropriate data visualization tools and techniques to a data set for exploratory purposes.
- Polishing a data visualization so that it is 'publication-ready' and adheres to proper APA standards.
- Comparing and contrast the various software packages capable of producing high-quality data visualizations.
- Describing newer types of data visualizations that exist for extracting meaning from data.

**DIGITAL MARKETING FOUNDATIONS
(DIGITAL MRKT FOUNDATIONS)**

MKT5260

Digital Marketing Foundations is an introductory course to the field of digital marketing. The course is designed for business and/or marketing students looking to develop competencies in the emerging and expanding field of digital marketing. The course will provide the student with an overview and framework for understanding digital marketing principles, methods, and best practices. The course focuses on the theories,

GRADUATE

strategies, tools, methods, and applications that comprise the field of digital marketing. Course topics include the increased use of digital business in today's climate, strategies of connecting with digital consumers, eCommerce, online consumer behavior, SEO/SEM, and email marketing. Students in this course will review scholarly and expert-provided literature and supplemental material to enable them to understand and implement digital marketing in the current and anticipated future business environment.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Developing key knowledge based on influential literature relevant to Digital Marketing topics.
- Explaining marketing strategy based on practical applications of digital marketing techniques and methods.
- Evaluating and interpreting digital marketing best practices in modern organizational strategies and challenges.
- Understanding the digital marketing advertising methods to include email, web site, SEO/SEM, social media, mobile apps and media.
- Formulating perspectives and insights on the implications of ethics and legal considerations in digital marketing strategy.
- Examining the various theories of online consumer behavior.
- Analyzing management and strategic planning principles as they relate to the digital scope of marketing.
- Evaluating the impact of modernization and transformation caused by digital technology on modern business organizations.
- Applying critical and strategic thinking skills in the field of digital marketing.
- Identifying and establishing digital marketing strategies entered around customer segmentation and targeted marketing.

eCOMMERCE & WEB ANALYSIS (ECOMMERCE & WEB ANALYSIS)

MKT5270

This course, E-Commerce & Web Analysis, deals with the emerging field of electronic commerce. The emphasis of the course is to examine the field of e-commerce as a whole while tying in key business functions of operations, marketing, supply chain, and finance that support this digital business model. The course covers economic and technological foundations, infrastructure, and the main technologies employed, as well as the various business strategies being used for electronic commerce (both business-to-consumer and business-to-business).

This course also examines eCommerce web analytics and how this function provides performance measurement to web site design, web site marketing, and online user experience strategies. The focus will be on establishing the right metrics to measure the effectiveness of competitiveness, customer acquisition and retention efforts, as well as other key strategic objectives of an eCommerce channel. The course also offers the opportunity for students to get hands-on web analytics training and certification with Google Analytics & Google Academy, offered free for the students. <https://analytics.google.com/analytics/academy/>

In addition to assessing the skill, principles, and framework of eCommerce operations, marketing and strategy, this course will provide a theoretical grasp of the online marketplace taking place in the current environment of online consumer behavior, including external factors facing the industry. This course will equip students with foundational and critical thinking skills centered around how to compete and strategize in this emerging digital business model.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Examining the various dynamics in the E-Commerce industry that affect digital strategy.
- Analyzing ecommerce web site methods, design, and customer experiences.
- Evaluating digital business market opportunities and competitive advantages in ecommerce.
- Distinguishing best practices in various business discipline functions & value chain that support ecommerce, including finance, supply chain, operations, marketing, customer service, and others.
- Analyzing the framework of ecommerce strategy planning & execution.
- Synthesizing the role of online customer behavior in ecommerce strategy.
- Composing an ecommerce project to reinforce applied learning in the context of the ecommerce industry.
- Explaining the key factors of how ecommerce supports overall organizational strategy.
- Critiquing existing ecommerce web sites strategies & case studies.
- Formulating perspectives on the future of ecommerce business & strategy.

DIGITAL ADVERTISING AND NEW MEDIA (DIGIT ADVERT & NEW MEDIA)

MKT5280

This course, Digital Advertising & New Media, focuses on the fundamental principles and concepts of digital media planning, buying, and advertising strategy. This course is ideal for any business or marketing student looking to further expand their acumen in digital marketing with a specific focus on media channels and strategies. The course will provide the student with an overview and framework for understanding digital media and advertising principles, methods, and best practices.

This course focuses on the principles of each digital media channel, leading to the formation of a media plan, starting with the larger context in which media planning occurs, including a fundamental comprehension of managing advertising budgets and targeting audiences. Concepts and calculations as components of advertising budgets are examined in this course, focusing on identifying the right media channel for the right audience at the right time. Also, this course examines the critical digital media campaigns focused on owned, earned, and paid media strategies.

Through analysis, assessment, and building a strategic media plan, students will be able to distinguish how to choose between traditional versus digital media channels, and support overall corporate goals through digital advertising methods and tactics.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Identifying and evaluating influential literature relevant to Digital Advertising & New Media topics.
- Applying practical applications of digital advertising and new media planning methods.
- Demonstrating the functions of digital advertising and new media best practices in modern organizational strategies and challenges.
- Distinguishing best practices around media types of paid, owned, and earned media strategies.
- Applying the framework of new media planning, buying, and implementation.

GRADUATE

- Examining the role of customer segmentation and target audience analysis in digital media planning.
- Composing a strategic digital media plan in a real-world marketing challenge.
- Preparing foundational tactics of digital media planning in a digital strategy plan.
- Critiquing various digital media strategies and establish best practices in the industry.
- Investigating marketing opportunities via digital media outlets.

MARKETING MANAGEMENT IN A COMPETITIVE WORLD (MRKTG MGMT IN COMP WORLD) (FORMERLY MARKETING MANAGEMENT)

MKT6210

The course presents a systematic approach to analyzing, planning, evaluating, implementing, and controlling marketing activities in competitive modern organizations. Topics addressed in the course include analyzing the new realities of marketing, understanding the creation and delivery of value, forecasting and measuring market demand, and understanding the role of market research. The course also addresses identifying and evaluating market segments, selecting target markets, evaluating competitors, measuring customer lifetime value, designing multichannel marketing, understanding database-driven integrated marketing, and creating a marketing strategy. Students develop a comprehensive marketing plan as a final deliverable for the course.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Developing and evaluating a comprehensive marketing business strategy and plan.
- Understanding the discipline of marketing management and what it entails.
- Defining and articulating the new realities of marketing in the current competitive environment.
- Understanding the concept of “value chain” including creation and delivery of value.
- Forecasting and measuring market demand including the use of marketing analytics.
- Analyzing and researching marketing opportunities through various analytical tools including evaluating competitors and their marketing strategies.
- Understanding the processes involved in capturing market insights and collecting market information including the role of market research in these processes.
- Evaluating the concept, structure, and use of marketing information systems.
- Describing the processes involved in identifying and evaluating market segments, selecting target markets, and developing market positions.
- Analyzing the value of brand equity and understanding branding strategies.
- Evaluating the value of customer loyalty through measuring customer lifetime value (CLV) and customer relationship management (CRM).
- Designing integrated, multichannel marketing communications including messaging across advertising, sales promotion, personal selling, social media, and publicity.
- Understanding the advantages of holistic, database-driven integrated marketing.
- Understanding the issues involved in global marketing and their resulting impact.
- Formulating and evaluating the effectiveness and return on investment (ROI) derived from proposed or implemented marketing campaigns.
- Identifying and analyzing ethical issues involved in marketing management and formulating effective proactive responses to those issues.

INTERNATIONAL MARKETING (INTERNATIONAL MARKETING)

MKT6230

This course provides students the concepts necessary to recognize the impact and rationale for international marketing. The course will explore the connection between international trade and marketing and highlights how consumers, suppliers, and competitors are exposed to international marketing. After briefly exploring the theories and foundations of marketing, students will learn the nuances of culture, world trade policy, economic factors, market factors and global branding. Several international marketing concepts will be addressed. Topics include the importance of world trade, opportunities and challenges of international marketing, cultural analysis, market characteristics, ethical issues, globalization drivers, international research, organizational considerations, product management, advertising, promotion, sales, logistics, communication, social responsibility, and trends.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Understanding the rationale behind international marketing.
- Comprehending the role of international institutions.
- Defining and demonstrating the effect of culture’s various dimensions on business.
- Understanding population, infrastructure, geographic features, and involvement.
- Recognizing the effects of government regulations.
- Comprehending the drivers of global consumers.
- Comparing and contrasting domestic and international research.
- Understanding the effects, benefits, and repercussions of entering international markets.
- Determining the need for controls in international operations.
- Understanding the differences and linkages between goods and services.
- Seeking a direct connection between target consumer and businesses.
- Understanding how pricing can serve as a means for international strategy.
- Recognizing the impact of technology for buying and selling products internationally.
- Acknowledging the importance of social media and its success strategies in international marketing.
- Exploring the responsibility of international marketers towards society.
- Comprehending strategic efforts marketers must undertake to stay ahead of key trends.
- Understand the linkages behind international marketing and international trade.
- Understanding how businesses act as change agents in the diverse cultural environments.
- Understanding the differences in social media use around the world.
- Examining how international marketing can cure the effects of past mistakes for a better future.

COMPETITIVE MARKETING ANALYTICS (COMP MARKETING ANALYTICS)

MKT6450

This course applies data analytics to problems in marketing to better understand customer needs and preferences; and to help organizations accomplish their strategic goals and objectives. Special emphasis will be placed on summarizing marketing data, forecasting new products, pricing strategies, estimating demand, market segmentation, calculating customer lifetime value, retailing, advertising, and internet and social marketing. Students will also learn how to construct models to support decisions in the areas of customer acquisition, engagement, satisfaction, and retention. This course will integrate the fundamentals of marketing analytics with research design best practices related to survey design, execution, and analysis; and qualitative methods including focus groups, case studies, and interviews.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Collecting, storing, cleaning and managing data.
- Summarizing marketing data using descriptive statistics and graphical techniques.
- Examining marketing data for missing information, outliers, normality, homoskedasticity and linearity.
- Specifying marketing models in consideration of data availability and limitations.
- Exploring the structure of data using principal component, confirmatory, and exploratory factor analysis.
- Constructing marketing models using binary and multiple regression analysis.
- Segmenting markets using hierarchical and nonhierarchical cluster analysis.
- Implementing the marketing research process including constructing a problem statement, performing data analysis, and interpreting results.
- Utilizing a statistical processing software package to collect, organize, and analyze marketing data.
- Utilizing data obtained from multiple sources including customer surveys, focus groups, case studies, and questionnaires.
- Applying regression analysis to problems in marketing.
- Applying analysis of variance, multiple analysis of variance, and discriminant analysis to problems in marketing.
- Applying structural equation modeling to problems in marketing.
- Identifying the most appropriate marketing model in consideration of research design, sampling, and measurement issues.
- Integrating quantitative analysis with qualitative techniques including focus group, case studies, and survey analysis best practices.
- Synthesizing and applying universal ethical principles to competitive marketing analytics in modern organizations.

PERSPECTIVES ON DEATH AND DYING (PERSPECTIVES:DEATH/DYING)

PSY5735

The course surveys current American practices with regard to the psychosocial phenomena of death and dying. Both research and experiential data are used to examine the nature of our behavioral responses to the phenomena. Attention is specifically given to ethical concerns and to providing significant resources to the student to cope with this traumatic life event.

CAVEAT: No graduate credit will be awarded if PSY3735 section has been successfully completed.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Describing the presence of and practices related to death and dying within various cultures, with particular emphasis upon the United States.
- Identifying stereotypical relationships established between aging and dying.
- Describing the multidimensional nature of death anxiety.
- Examining links between death anxiety and psychosocial adjustment, i.e., coping strategies, pathology, and/or stress reactions.
- Considering trends in societal attitudes toward euthanasia.
- Exploring the responses of family, co-workers, and friends to a dying person.
- Analyzing the psychological and philosophical foundations for dying found in the predominant literature and media of the day.
- Examining the interrelationship between the process of living and dying.
- Analyzing public policies and practices related to issues of dying.
- Analyzing the personal consequences and consequences to family members of not having legal documents and funeral arrangements prearranged before death.
- Comparing and contrasting healthy and unhealthy grieving.
- Conducting a cross-cultural comparison of institutionalized practices for dealing with death and dying.
- Focusing on issues of dying and grieving specific to cases of suicide.
- Analyzing the factors that contribute to higher suicide rates in certain populations and how these rates can be lowered.
- Examining the relationship among selected demographics such as age, gender, religious preference, educational level and one's expressed death anxiety.
- Developing a source of information for use by professionals and the public who are addressing issues of death and dying.
- Exploring areas of thanatology that require further research.
- Identifying the different cultural and religious perspectives on the meaning of death.
- Defining and examining near-death experiences.

THEORY & APPLICATION OF RESEARCH METHODS (RESEARCH METHODS)

RGS6035

The course presents the issues relevant to the understanding and application of research methods in the study of human behavior and organizational variables. Aspects of conducting research, methodologies for analysis, and studying and preparing a research project are covered.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

GRADUATE

- Describing and discussing the research process and the scientific method.
- Selecting procedures to locate unsolved research problems in given areas of interest.
- Listing and describing the components of a sound research plan.
- Writing hypotheses and research questions that relate to a given research problem.
- Identifying aspects of a research situation that involve ethical questions or principles.
- Conducting a review of the research literature on a given topic.
- Identifying sections of research reports and aspects of research design that indicate possible bias or contamination.
- Describing, discussing, and using appropriate sampling procedures.
- Defining and illustrating the types of validity and reliability and their influence on the research process.
- Identifying and discussing the significant methods of research.
- Applying procedures and guidelines for constructing questionnaires.
- Critically evaluating possible threats to the internal and external validity of a research project.
- Creating commonly used experimental designs, including specifications for random assignment, formulation of experimental and control groups, and use of pretests and posttests.
- Writing a document that employs correct grammar, mechanics, and diction; follows APA format for research reports; and achieves the intended purpose of the document.
- Understanding the available sources of data and where they can be located.
- Demonstrating the ability to apply the critical evaluation competency in various contexts.
- Explaining the relevance of critical evaluation and applying concepts to key roles and duties.

ETHICS FOR DECISION MAKING **(ETHICS:DECISION MAKING)**

RGS6036

The course presents an integrated approach to understanding the basis for ethical decision-making. The roots of ethical concepts, the methodologies for making decisions, and the application of norms and logic to current ethical issues are presented.

UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

- Exploring several ethical theories, including definitions of major terms.
- Defining and discussing the variables that comprise the basis of one's ethical beliefs.
- Illustrating the variables that comprise the basis of one's wants and needs relative to ethical issues.
- Investigating the importance and influence of relationships to one's ethical decision-making.
- Analyzing the various decision-making methodologies and the techniques normally used in the decision-making process.
- Probing the relationship of ethics to a particular culture.
- Questioning the logical reasoning for rejecting or accepting selected theories as they relate to behavior and conduct.
- Applying ethical theories to specific life experiences—social, business, personal—and logically defending one's own conclusions about using an ethical decision-making process.
- Describing the importance of experience, perception, and intellect to identify and interpret ethical issues.
- Critiquing the multidimensional nature of ethical decision making and the influences and complexities these variables have on the decision-making process.
- Defining and discussing the influences of customs, social norms, law, and religion on a personalized interpretation of ethical issues.
- Analyzing one's human emotion and self-discipline as they relate to ethical decision-making.
- Questioning how behavior in non-ethical situations is sometimes controlled by, or influenced by, ethical perceptions.
- Exploring how one is often culturally inducted into certain beliefs and how one might guard against such socialization.
- Applying the methodology for perceptively discerning the ethical influences of others.
- Analyzing and demonstrating ethical practices that address real-world issues in various contexts.

THE FACULTY

ADMINISTRATION & DEPARTMENTS

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ALEXANDER, STACIA'. Instructor of Counseling.

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ARMSTRONG, LEVI. Professor of Counseling.

B.S., Texas A&M University. M.A., Psy.D., University of the Rockies.

BATEMAN, KENNETH. Professor Emeritus of Counseling/Human Behavior.

B.A., Olivet Nazarene University. M.S., Ed.D., East Texas State University.

BEDARD, CHRIS. Professor of Counseling.

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BENSON, PAUL. Associate Professor of English.

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BOYETTE, DARTANIAN. Instructor of Management.

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BRADSHAW, BRENT. Professor of Management Information Systems.

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BREEN, CINDY. Instructor of Business.

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CAMPBELL, DAVID. Associate Professor of Law.

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THE FACULTY

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<i>Vice President for Strategic Services</i>		
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For Faculty contact information, see the current *Schedule of Classes* or the University's website, www.Amberton.edu.

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University Faculty Fax Line	(972) 686-5890
Library Resource Center Fax Line	(972) 686-5567