GRADUATE
CATALOG

EXCELSIOR.EDU

ABOUT EXCELSIOR COLLEGE

Excelsior College is a regionally accredited, nonprofit distance learning institution founded in 1971 focused on providing educational opportunity to adult learners. The College contributes to the development of a diverse, educated society by valuing lifelong learning with an emphasis on serving individuals who are historically underrepresented by higher education. Excelsior meets students where they are—academically and geographically—removing obstacles to the educational goals of adult learners through affordable access to quality instruction and the assessment of learning. Our pillars include innovation, flexibility, academic excellence, and integrity.

Excelsior College does not discriminate on the basis of age, color, religion, creed, disability, marital status, veteran status, national origin, race, gender, or sexual orientation in the educational programs and activities which it operates.

Excelsior College is a Title IV-eligible institution offering federal student aid to students who qualify in course-based programs. Stand-alone exam-based options and certificate programs are not eligible.

OUR MISSION

Excelsior College provides educational opportunity to adult learners with an emphasis on those historically underrepresented in higher education. The College meets students where they are—academically and geographically, offering quality instruction and the assessment of learning.

VISION

Excelsior College is a provider of choice for adults seeking access to higher education and academic success, and it is a model for addressing societal and workforce needs.

ACCREDITATION

Excelsior College (and under its former name, Regents College) has been continuously accredited since 1977 by the Middle States Commission on Higher Education, 3624 Market Street, Philadelphia, PA 19104, 215-662-5606. Middle States is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation (CHEA).

The associate, bachelor's, and master's degree programs in nursing at Excelsior College are accredited by the Accreditation Commission for Education in Nursing (ACEN):

Accreditation Commission for
Education in Nursing (ACEN),
3343 Peachtree Road, Suite 850
Atlanta, GA 30326
404-975-5000
www.acenursing.org

The ACEN is a specialized accrediting agency for nursing recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation (CHEA).

The bachelor's degree programs in electrical engineering technology and nuclear engineering technology are accredited by the Engineering Technology Accreditation Commission of ABET, www.abet.org. The bachelor's degree program in information technology is accredited by the Computing Accreditation Commission of ABET, www.abet.org. ABET is a specialized accrediting agency recognized by the Council for Higher Education Accreditation (CHEA).

Excelsior College has received specialized accreditation for its business programs through the International Accreditation Council for Business Education (IACBE), 11374 Strang Line Rd., Lenexa, KS 66215. The business programs in the following degrees are accredited by the IACBE:

Bachelor of Science in Business with concentrations in: *Accounting, Finance, General Business, Logistics Management, Management of Human Resources,* and *Marketing;* and the Master of Business Administration (MBA) with concentrations in: *General Track (no concentration), Accounting, Health Care Management, Human Resource Management,* and *Leadership.*

All the College's academic programs are registered (i.e., approved) by the New York State Education Department.

RECOGNITION

The National League for Nursing (NLN) has designated the Excelsior College School of Nursing as a Center of Excellence in Nursing Education, 2016–2021. This distinction has been awarded in recognition of the College's sustained achievements in creating environments that promote student learning and professional development and it is the fourth consecutive designation the School has received since the NLN began the program in 2005.

The National Security Agency and the Department of Homeland Security designated Excelsior College as a National Center of Academic Excellence in Cyber Defense Education, 2015–2019.

Excelsior College has achieved institutional-level recognition for implementing Quality Matters™ standards for the design of online courses. The College systematically develops and evaluates its online courses based on rigorous, research-based Quality Matters™ standards to ensure learner engagement and provide tools and information for successful learning.

Message from the Dean

Robert Waters, PhD

Dear Student,

Welcome to the School of Graduate Studies at Excelsior College. Congratulations on taking the next step in your educational journey.

Our singular goal in the School of Graduate Studies is to offer you engaging and intellectually transformative degree programs that will support your academic, career, and personal goals and allow you to achieve your long-term aspirations.

Excelsior College offers an exceptional and rewarding educational experience that will prepare you with the knowledge and expertise to build and advance your career. Through Excelsior's market-oriented online graduate programs, you will pursue a program of study that allows you to build on what you already know and complete your degree through flexible online courses taught by our expert caring faculty. Our programs have an interdisciplinary focus and are military friendly, facilitating rich dialogue and research on trending issues from multiple perspectives.

With Excelsior, you will have a full academic team to help you achieve your goals. We tailor our programs to the unique needs of working adults and consider credits you have already earned from other schools as credit toward your Excelsior degree. The key to your success lies in our high-quality, flexible degree programs that fit with your values and work with the realities of your day-to-day life. These programs equip and empower you to reach your career aspirations.

Over the last 47 years, we have assisted more than 170,000 students to attain their educational goals. We look forward to counting you among them. Thank you for placing your trust in us.

Sincerely,

Robert Waters, PhD
Dean, School of Graduate Studies

LIMITATIONS

Information in this catalog is current as of January 2019, and is subject to change without advance notice.

CHANGES IN COLLEGE POLICIES, PROCEDURES, AND REQUIREMENTS

The College reserves the right to modify or revise the admission requirements of any program of the College; degree and graduation requirements; examinations, courses, tuition, and fees; and other academic policies, procedures, and requirements. Generally, program modifications and revisions will not apply to currently matriculated students so long as they actively pursue their degree requirements. However, in the event that it is necessary to make program changes for matriculated students, every effort will be made to give notice. It is also the responsibility of students to keep themselves informed of the content of all notices concerning such changes.

Excelsior College maintains a drug-free workplace and is a drug-free school, as provided by the Federal Drug-Free Schools and Communities Act Amendments of 1989 and the Drug-Free Workplace Act of 1988.

Excelsior College does not discriminate on the basis of age, color, religion, creed, disability, marital status, veteran status, national origin, race, gender, or sexual orientation in the educational programs and activities which it operates. Portions of this publication can be made available in a variety of formats upon request.

Campus Crime Statistics can be found at the following website: ope.ed.gov/security.

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MISSION STATEMENT

To build and sustain an excellent Graduate School at Excelsior College that: provides exceptional, efficient, market-oriented programs to students; is thematically coherent (whole is bigger than parts) and aligns with Excelsior's mission and values; enhances Excelsior's brand, reputation, and national profile; has a team of high-performing, professionally fulfilled individuals; and is not only vocationally sound but intellectually and professionally transformative—a set of programs that produce leaders and those that aspire to rise.

VISION STATEMENT

The School of Graduate Studies is invested in our students' future. We offer a transformative, empowering student experience which is intellectually stimulating and professionally enriching, delivered by a community of caring experts.

IMPORTANT INFORMATION FOR ALL **STUDENTS**

Student Policy Handbook

The Excelsior College Student Policy Handbook is your resource for understanding the policies that are important to your academic success. It includes a wide range of information from important federal policies, including your right to privacy, to grading policies and policies and procedures concerning refunds, withdrawals, and other administrative issues.

It is your responsibility to be familiar with these policies. The term "students" includes those currently matriculated at Excelsior College taking examinations and/or courses, non-matriculated students taking examinations and/or courses, non-matriculated students in the application process, individuals using the OneTranscript® service (formerly Credit Bank), formerly matriculated students currently in withdrawn status, and graduates.

You may download the most current copy of the Student Policy Handbook from our website. File the handbook with your other important academic papers along with this catalog for easy reference.

Total Credits

Credits for graduate programs range from 30 to 45 credits. Credits must satisfy the requirements prescribed for each degree program. See Degrees section starting on page 9 for credit requirements for each specific degree program.

Acceptance of Transfer Credit

Previously completed graduate-level coursework may be used to satisfy the requirements of the graduate degree programs if approved by the faculty. In most instances, graduate credit used toward undergraduate degree requirements will not be accepted in transfer. See individual degree program pages for specific transfer credit policies.

Minimum Academic Average

Graduate students must achieve a minimum grade of C in all Excelsior College courses, and must have a cumulative grade point average (GPA) of 3.0 or better to graduate.

Time to Degree Completion

Excelsior's degree programs are designed to be completed at your own pace. However, a student attending full-time could complete:

- an associate degree in two years;
- a bachelor's degree in four years; or
- a master's degree in two years.

Standardized Testing Participation

As an Excelsior College student, you have a responsibility to participate in standardized tests that may be required during the period of your enrollment. These tests may be in addition to regular coursework and are required to gather critical information on achievement of student learning. You are expected to actively participate and make every effort to do your best on these assessments. One example of this type of test is the Proficiency Profile published by the Educational Testing Service. The results from these assessments will not be part of your grade, but are crucial for program improvement and are frequently required by regulators and accreditors. Participation in these assessments contributes toward increasing the value of your degree by providing evidence of student learning to external organizations, employers, and the general public.

Excelsior College Website

Through the College's website (excelsior.edu), you have access to a wealth of information to help you succeed as a student. If you haven't already done so, create a MyExcelsior user account. It will serve as your gateway to a variety of support services and is where you will find up-to-date information about your academic program and receive announcements from the College.

Technology Literacy and Baseline Technology Skills and Resources

Excelsior College defines technology literacy as the ability to identify and responsibly use appropriate technology to communicate, solve problems, access, manage, integrate, evaluate, and create information to improve learning. This will facilitate the ability to acquire new knowledge for lifelong learning in the 21st-century global workplace.

To be successful in online learning, you will need reliable access to a computer with Internet connectivity and be able to use:

- a personal computer,
- software programs to create, edit, store and print documents,
- electronic communication tools, and search and retrieve information from electronic sources to complete assignments and activities,
- the College's website to access information and resources, and
- the College's learning management system to access learning resources, participate in course discussions, and complete assignments.

In addition, your computer and operating systems must meet some minimal technical requirements as described in the Excelsior College Computer System Requirements.

ABOUT **TEST PREPARATION** AND **TUTORIAL SERVICES**

The College offers UExcel® exams and Excelsior College® Examinations designed to help you advance your academic objectives through independent study. A variety of learning resources, including content guides, guided learning materials, and practice tests, are available directly from Excelsior. These resources are prepared by Excelsior College so you can be assured that they are current and cover the content you are expected to master for the exams. Along with your own desire to learn, these resources are usually all that you need to help you succeed.

Some students may seek additional assistance or may be contacted by tutorial firms and test-preparation companies offering their own products and services. The College is not affiliated with any of these firms and does not endorse the products or services of any of these vendors since we do not review their materials for content or compatibility with UExcel exams and Excelsior College Examinations.

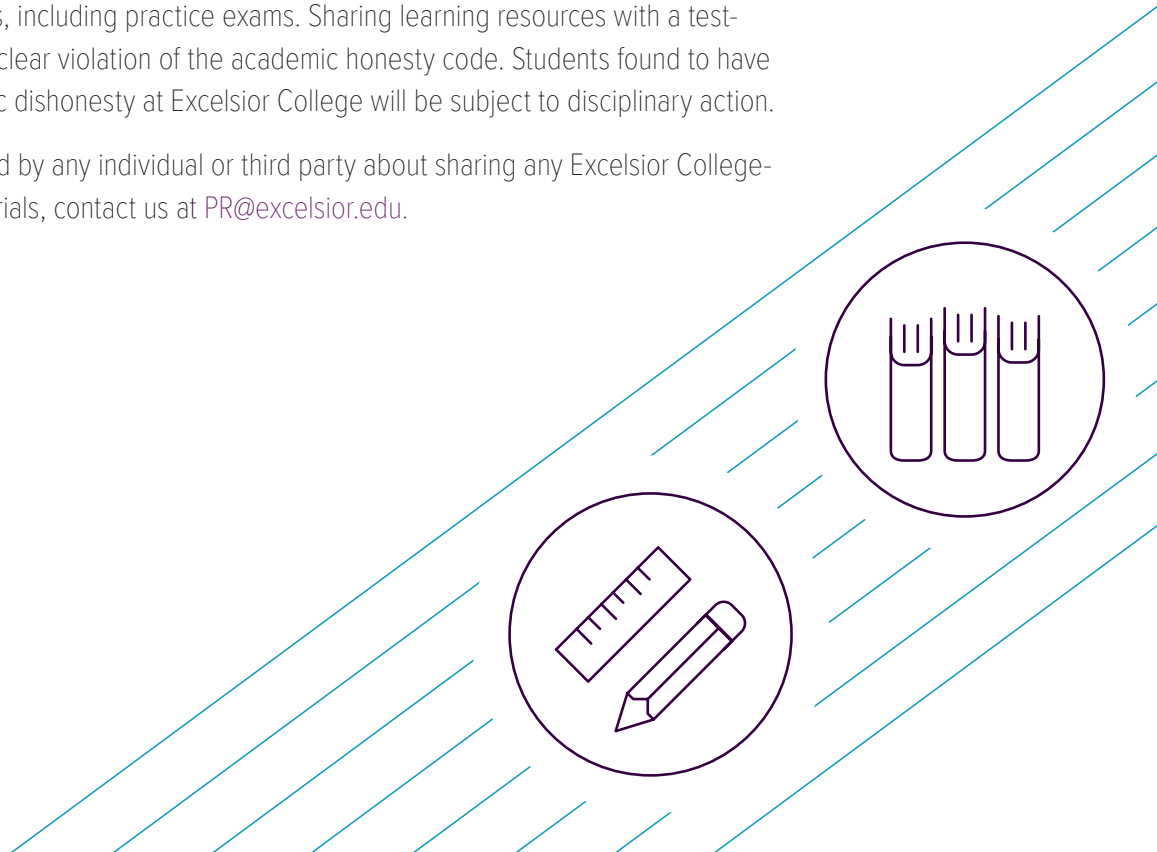
To help you become a well-informed consumer we suggest, before you make any purchase decision regarding study materials provided by organizations other than Excelsior College, that you consider the points outlined on our website.

excelsior.edu/testprep

IMPORTANT

We have been made aware of incidents in which a test-preparation firm has contacted an Excelsior College student requesting access to their Excelsior College® Examinations preparatory materials, including practice exams. Sharing learning resources with a test-preparation firm is a clear violation of the academic honesty code. Students found to have engaged in academic dishonesty at Excelsior College will be subject to disciplinary action.

If you are approached by any individual or third party about sharing any Excelsior College-provided study materials, contact us at PR@excelsior.edu.



GRADUATE DEGREES AT **EXCELSIOR COLLEGE**

Degree area key

Business	Health Sciences	Liberal Arts	Public Service	Technology
BUS	HS	LA	PS	TECH

For undergraduate- and graduate-level nursing degree programs, refer to the Excelsior College Nursing Catalog.

MASTER OF
BUSINESS ADMINISTRATION

36–45
CREDITS

DEGREE REQUIREMENTS

FOUNDATION COMPONENT

- ECO 508 Managerial Economics
- BUS 553 Organizational Behavior
- BUS 503 Quantitative Analysis

CORE COMPONENT

- BUS 500 Accounting for Managers
- BUS 502 Global Business Environment
- BUS 570 Information Technology
- BUS 552 Leadership
- BUS 505 Finance
- BUS 506 Marketing
- BUS 520 Operations Management
- BUS 530 Project Management Principles and Applications

CONCENTRATION REQUIREMENTS

One of the following concentrations must be declared.

- Accounting
  ACC 505 Financial Statement Analysis, ACC 504 Corporate Financial Reporting and Disclosure, Approved Accounting Elective

- Health Care Management
  BUS 526 Strategic Management of Health Care Organizations, BUS 516 Communication Strategy for the Health Care Leader, Approved Health Care Management Elective

- Human Resource Management
  Human Resource Management, Two electives from two of the following categories: Staffing and Development, Total Rewards, Maintaining High Performance

- Leadership
  BUS 518 Leading Teams, BUS 550 Contingency Planning, Approved Leadership Elective

- No concentration
  Three (3) Business Electives

BUS 511 Strategy and Policy Capstone

The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Master of Business Administration (MBA) program continues the long-standing Excelsior College model for adult higher education, which recognizes prior learning and enables self-paced study. The MBA is designed to provide a quality education to facilitate career advancement, especially for those who work in middle management positions in business and in other organizations. It emphasizes ethics, communication, and other workplace-oriented skills, and the application of theory to practical situations. Students are encouraged to build upon their existing work-based knowledge and to share this with others in their courses.

Consistent with Excelsior College's mission to provide academic opportunities that overcome barriers of time, distance, and cost, the MBA program allows students to transfer and/or waive up to 24 credits from outside sources. Excelsior College offers online courses to fulfill all MBA foundation and core requirements, as well as elective and concentration requirements.

Upon admission to the program, each candidate receives an individualized evaluation that indicates which courses the candidate must complete to qualify for the degree. Students can complete the MBA 100 percent online.

MBA foundation requirements are designed to provide the academic background required for the core and concentration courses. Upon applying to the program, up to 15 credits of foundation courses may be waived on the basis of upper-level undergraduate study in the relevant areas.

The Excelsior College MBA is the flexible, accessible, and relevant option for adults who want to enhance their career options and obtain a first-rate graduate education while maintaining family, work, and community obligations.

Specialized Accreditation/Recognition: *The Master of Business Administration are accredited by the International Accreditation Council for Business Education (IACBE), 11374 Strang Line Rd., Lenexa, KS 66215.*

Program Educational Objectives

As an Excelsior College master's-level business graduate, within a few years of graduation, you are expected to:

1. Design, implement, and evaluate the efficacy of solutions for complex business problems.
2. Engage in lifelong learning for professional, career, and personal development.
3. Lead and work effectively and efficiently in diverse team settings and maintain a high level of performance in a professional business environment.
4. Communicate effectively and efficiently to various audiences in a timely and professional manner.
5. Demonstrate leadership and initiative to ethically advance organizational goals and objectives.
6. Demonstrate adaptability, leadership, mentoring skills, and management in one's chosen career.

Program Outcomes

The Excelsior College MBA program is framed within a work-related global business setting to increase academic understanding of business topics, improve career prospects, and expand individual horizons. Students can capitalize upon their existing work-based knowledge while engaging in a process of reflective learning. This program will equip successful students to further their careers through enhanced knowledge, understanding, and application to the business environment.

Upon successful completion of the Excelsior College Master in Business Administration program, the graduate will be able to:

1. Prepare and deliver effective written and oral communications to shape organizational culture, resolve conflict, and relay information to diverse audiences.

continued on next page

2. Apply quantitative and qualitative business analysis techniques to solve problems and support management and strategic level decisions.
3. Demonstrate transformational leadership skills through the ability to set direction and work with multiple constituencies with divergent needs including ethical obligations and social responsibility.
4. Develop an action plan to continuously improve and update one's knowledge and skills in strategic leadership.
5. Recognize problems in business settings and propose solutions with a team of colleagues.
6. Analyze complexity, interdependency, change and opportunities for organizations, including setting direction, aligning and motivating employees.
7. Appraise risk and develop entrepreneurial solutions for sustainable innovation that delivers economic and social value.
8. Evaluate how global environments impact changing business practice.
9. Analyze cultural differences and how these differences affect best practices in management.
10. Integrate empirical research and management theories for the purpose of strategic planning for profitability, including times of economic recession.

Degree Requirements

Foundation Requirements
(0 – 9 credits, waivable)

- Economics (3 credits)
  [ECO 508 Managerial Economics]
- Organizational Behavior (3 credits)
  [BUS 553 Organizational Behavior]
- Quantitative Analysis (3 credits)
  [BUS 503 Quantitative Analysis]

Core Courses (27 credits required)

- Accounting for Managers (3 credits)
  [BUS 500 Accounting for Managers]
- Global Business Environment (3 credits)
  [BUS 502 Global Business Environment]
- Managerial Finance (3 credits)
  [BUS 505 Finance]
- Marketing (3 credits)
  [BUS 506 Marketing]
- Operations Management (3 credits)
  [BUS 520 Operations Management]
- **Project Management Principles and Applications**
  [BUS 530 Project Management Principles and Applications]
- Leadership (3 credits)
  [BUS 552 Leadership]
- Information Technology (3 credits)
  [BUS 570 Information Technology]
- Strategy and Policy (capstone) (3 credits)
  [BUS 511 Strategy and Policy (capstone)]
  The capstone course is required and must be taken through Excelsior College and cannot be transferred in.

Concentration Requirements
(9 credits required)

Students round out the MBA by selecting a concentration.

Courses from other Excelsior College master's programs may apply here. Contact your advisor for more information.

Concentrations

ACCOUNTING

The Accounting concentration is designed to equip graduates with the necessary accounting principles and tools to be successful in management positions in business, management and accounting firms, corporations, government, and nonprofit organizations. Along with the business knowledge of the MBA, the accounting concentration deepens the understanding of financial statement analysis, corporate disclosure, and nonprofit accounting. The program provides the background to sit for the Certified Public Accountant (CPA), Certified Management Accountant (CMA) and Certified Internal Auditor (CIA) examinations.

Concentration Outcomes

Upon completion of an Excelsior College Master of Business Administration with an Accounting concentration, the graduate will be able to:

1. Apply advanced financial accounting knowledge to corporations, government, and nonprofits.
2. Prepare and evaluate financial statements and reports.

Required Subjects

- Financial Statement Analysis **[ACC 505 Financial Statement Analysis]**
- Corporate Financial Reporting and Disclosure **[ACC 504 Corporate Financial Reporting and Disclosure]**
- Approved Accounting Elective

GENERAL BUSINESS

The General Business concentration allows students to develop a personalized concentration area that spans multiple business concentrations. Students can tailor their concentration to their specific life and career goals, providing them with flexibility in developing their knowledge and skills.

Required Subjects

- Business Elective
- Business Elective
- Business Elective

HEALTH CARE MANAGEMENT

This concentration meets the needs of experienced managers who have completed a baccalaureate degree in a health care/health services program and strive for additional academic rigor to gain a health care master's degree.

Concentration Outcomes

Upon completion of an Excelsior College Master of Business Administration with a Health Care Management concentration, the graduate will be able to:

1. Manage a diverse workforce providing health care for an increasingly heterogeneous population.
2. Analyze and interpret health care funding and delivery trends to provide recommendations for organizational action.

Required Subjects

- Strategic Management of Health Care Organizations **[BUS 526 Strategic Management of Health Care Organizations]**
- Communication Strategy for the Health Care Leader **[BUS 516 Communication Strategy for the Health Care Leader]**
- Approved Health Care Management Elective

HUMAN RESOURCE MANAGEMENT

The Human Resource Management concentration provides students with 21st-century knowledge and skills required of human resource managers and executives who deal with human performance issues. Students are expected to effectively apply contemporary theories and empirical research to successfully perform key functions in human resource management, including staffing, employee development, employee relations, conflict resolution, and compensation and benefits.

Concentration Outcomes

Upon completion of an Excelsior College Master of Business Administration with a Human Resource Management concentration, the graduate will be able to:

1. Analyze the legal requirements applicable to human resource decisions.
2. Apply human resource management principles to support organizational objectives.

Required Subjects

- Human Resource Management **[BUS 504 Human Resource Management]**

Electives

Students must select two elective courses from two of the following categories:

- Staffing and Development (3 credits each) **[BUS 517 Employee Staffing and Development, BUS 519 Training and Career Development, BUS 554 Change Management]**
- Total Rewards (3 credits each) **[BUS 512 Compensation and Benefits, BUS 513 International Human Resources, BUS 514 Employment Law]**
- Maintaining High Performance (3 credits each) **[BUS 515 Labor Relations and Conflict Resolution, BUS 555 Principles and Practices of Performance Improvement, BUS 670 Conflict Management and Alternative Dispute Resolutions]**

LEADERSHIP

The Leadership concentration is designed to recognize the unique competencies that today's leaders have gained, while overcoming the complexities within their organizations. These innovative characteristics should be recognized by earning a master's degree associated with the leadership aspects within their careers. This program is tailored toward managers desiring to become successful leaders within an organization that demands creativity and innovation to gain success. Each of these individuals is being challenged every day to design creative solutions and develop complex courses of action with direct impacts to the organization's employees and mission. The Leadership concentration is designed to prepare each manager for the multifaceted complexities they will face today and in the future as a leader. A graduate of this program will be able to successfully serve at a senior-level position within one's respective organization and can be routinely called upon as an expert in one's field. This concentration meets the needs of experienced managers who have completed a baccalaureate degree and strive for additional academic rigor to gain a leadership master's degree. It will be especially suited for Excelsior College baccalaureate degree graduates who wish to continue graduate studies with Excelsior College.

Concentration Outcomes

Upon completion of an Excelsior College Master of Business Administration with a Leadership concentration, the graduate will be able to:

1. Discuss key issues and challenges associated with managing organizational changes.
2. Apply leadership strategies to manage conflicts in the workplace.

Required Subjects

- Leading Teams **[BUS 518 Leading Teams]**
- Contingency Planning **[BUS 550 Contingency Planning]**
- Approved Leadership Elective

Policies Specific to the MBA

Policies and procedures that apply specifically to the MBA program are listed on the following pages. File your Student Policy Handbook with this program catalog and your other important academic papers for easy reference.

Waiver of Foundation Requirements

MBA foundation requirements provide the academic background required for the core and elective courses. The faculty has identified three foundation requirements: Economics; Organizational Behavior; and Quantitative Analysis.

Students may waive one or more of the foundation requirements on the basis of prior upper-level undergraduate study in the relevant area(s). Approved undergraduate courses must be no older than 10 years with a grade of B or above. The waiver determination is made during the admission process at the time a student's undergraduate and prior graduate transcripts are reviewed. Credit is not awarded for courses used to waive foundation requirements; instead, students who are granted foundation waivers ultimately complete fewer credits toward the degree than students who do not qualify for waivers. Students may not complete undergraduate courses to waive foundation requirements once they have enrolled in the MBA program.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within 10 years of the date of enrollment may be used to satisfy the requirements of the MBA program if approved by Excelsior College faculty. Students may transfer up to 24 credits. Excelsior College will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior College does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the college/department/faculty member issuing the P grade must verify that it is equivalent to a B- or better. Waivers for foundation courses will apply toward the 24 credits allowed in transfer.

Maximum Time to Complete the MBA Program

Students pursing the MBA have a maximum of 10 years from the date of enrollment to complete the program.

Program Content and Requirements

Enrolled MBA students work with Excelsior College academic advisors to make degree plans that meet student needs and conform to the academic policies and course requirements of the program. The program is designed to be flexible and ensure student success by providing traditional education, distance education, and American Council on Education (ACE)-approved course alternatives. Excelsior College advisors help students determine appropriate options for fulfilling course requirements that meet their academic and career objectives, preferred learning styles, and current lifestyles. We believe this diversity of educational alternatives makes our program unique and helps to ensure that additional graduate business education alternatives are provided to populations traditionally underserved by higher education.

The Excelsior College MBA offers diverse options for degree completion through online courses offered by Excelsior College and courses offered by Excelsior Preferred Providers. For more information, access the course search feature for enrolled students at the Excelsior website.

Policy on Second Degrees

Students who have earned an Excelsior College MBA cannot earn a second MBA from Excelsior College. Students who have earned an MBA degree from another institution will not be able to earn a second MBA from

Excelsior College. In addition, students who have earned an MS Management from Excelsior College, or another institution, can enroll in the Excelsior College MBA program, with a different concentration (General Option is not an option). Excelsior College will determine if a student's concentration is substantially similar or different. A maximum of 24 credits from the first degree will be transferable.

PS

MASTER OF
PUBLIC ADMINISTRATION

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CREDITS

DEGREE REQUIREMENTS

CORE COMPONENT

- MPA 500 Introduction to Public Administration Theory & Practice
- MPA 502 Public Management in a Political Environment
- MPA 503 Public Personnel Management
- MPA 506 Ethics and Personal Leadership Development
- MPA 511 Public Budgeting and Financial Management
- MPA 521 Economics for Public Policy
- MPA 525 Statistical Analysis for Decision Making
- MPA 531 Public Sector Technology

ELECTIVE REQUIREMENTS

Choose three (3) of the following courses, for a total of 9 credits.

- ADR 670 Conflict Management and Alternative Dispute Resolutions
- ADR 671 Mediation
- ADR 672 Arbitration
- BUS 501 Business Communications
- BUS 554 Change Management
- MLS 500 Graduate Research and Writing
- MPA 651 Contemporary Issues in Nonprofit Management
- MPA 660 Public Communications: Influencing with Integrity

MPA 698 Capstone in Public Administration

The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Master of Public Administration (MPA) program is designed to teach students the fundamentals of working in the public and nonprofit sectors. Focusing on management and administration, the courses provide students with an understanding of leadership development, nonprofit management, personnel management, public budgeting, economics, statistical analysis, strategic management, and technology management. Students may come from a variety of backgrounds, including management, political science, psychology, sociology, and economics, and should have a desire to serve their communities by working in the public or nonprofit sectors.

The degree helps students develop analytical, decision-making, and leadership skills and prepares them for leadership positions in government and nonprofit organizations. The program is an innovative, online, applied graduate program that produces public service leaders who are skilled, ethical, act as key influencers, and work toward the well-being of society.

Program Outcomes

A graduate of the program will be able to:

1. Integrate fundamentals of leadership and management theory and practice within public administration.
2. Apply public administration principles within diverse organizations and populations to achieve positive outcomes for the citizenry.
3. Interpret and analyze data to formulate and influence decision-making.
4. Assess the use of technology to assist in solving complex problems and optimizing resources.
5. Apply ethical standards to the practice of public administration.

Degree Requirements

The Master of Public Administration (MPA) program requires 36 credits (semester hours) of interdisciplinary study. All students take 24 credits of core courses, which provide students with graduate-level understanding of public administration. Students must also complete 9 credits of elective courses and a 3-credit capstone course at the end of the program.

Core Courses (24 credits)

These courses provide students with an overall education in public administration at the graduate level. Students are strongly encouraged to begin with **MPA 500 Introduction to Public Administration Theory and Practice** but may take these courses in any order.

- **MPA 500 Introduction to Public Administration Theory and Practice**
- **MPA 502 Public Management in a Political Environment**
- **MPA 503 Public Personnel Management**
- **MPA 506 Ethics and Personal Leadership Development**
- **MPA 511 Public Budgeting and Financial Management**
- **MPA 521 Economics for Public Policy**
- **MPA 525 Statistical Analysis for Decision Making**
- **MPA 531 Public Sector Technology**

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Electives (9 credits)

Choose three from the following courses:

- **ADR 670 Conflict Management and Alternative Dispute Resolution**
- **ADR 671 Mediation**
- **ADR 672 Arbitration**
- **BUS 501 Business Communications**
- **BUS 554 Change Management**
- **HSC 500/ MLS 500 Graduate Research and Writing**
- **MPA 640 Crisis Management in a Public Forum**
- **MPA 651 Contemporary Issues in Nonprofit Management**
- **MPA 660 Public Communications: Influencing with Integrity**

Capstone (3 credits)

The capstone can only be taken when all other requirements for the MPA are completed.

- **MPA 698 Capstone in Public Administration**

Policies Specific to the Master of Public Administration

Policies and procedures that apply specifically to the Master of Public Administration program are listed in the following section. File your Student Policy Handbook with this program catalog and your other important academic papers for easy reference.

Maximum Time to Complete

Students pursing the MPA have a maximum of 6 years from the date of enrollment to complete the program.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within 10 years of the date of enrollment may be used to satisfy the requirements of the MPA program if approved by Excelsior College faculty. Students may transfer up to 33 credits. Excelsior College will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior College does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the college/department/faculty member issuing the P grade must verify that it is equivalent to a B- or better.

Students are subject to the degree requirements in effect at the time of their enrollment or program/degree transfer (program transfer refers to change from one school to another; degree transfer refers to changing degrees within the same school).

The faculty reserves the right to make changes in curricular requirements as necessary to reflect current professional practice. Changes may affect both matriculated and prospective students. It is the students' responsibility to keep informed of such changes. The school will make every effort to inform students of changes as they occur. Current information about degree requirements is posted on the website. Information about changes to degree requirements is also made available on the website.

PS

MASTER OF SCIENCE IN
CRIMINAL JUSTICE

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CREDITS

DEGREE REQUIREMENTS

CORE COMPONENT

- MCJ 500 Criminology
- MCJ 510 Criminal Justice Theory and Policy
- MCJ 512 Quantitative Analysis for Criminal Justice
- MCJ 514 Research Methods in Criminal Justice
- MCJ 520 Constitutional Law
- MCJ 526 Legal and Ethical Issues in Criminal Justice

CONCENTRATION COMPONENT

Select one concentration from the following.

- Non-Concentration
  Select 9 credits from the following: MCJ 611 Public Budgeting & Financial Management, MCJ 626 Overview of Justice Administration, MCJ 628 Personnel Management in Criminal Justice, MCJ 630 Risk Assessment in Homeland Security, MCJ 640 Crisis Management in a Public Forum, MCJ 650 Terrorism and Counterterrorism, MCJ 651 Overview: Homeland Security & Emergency Management, MCJ 652 Mental Health Issues in Criminal Justice, MCJ 660 Human Trafficking, ADR 672 Arbitration

- Homeland Security And Emergency Management
  MCJ 630 Risk Assessment in Homeland Security, MCJ 650 Terrorism and Counter Terrorism, MCJ 651 Overview: Homeland Security and Emergency Management

MCJ 698 Criminal Justice Capstone

The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Master of Science in Criminal Justice program prepares working adults to be leaders in criminal justice and or homeland security and emergency management. Graduates of this are able to apply their knowledge of criminology and crime causation theories to their workplace, organizations, and or communities. Core coursework for this program teaches students how to address legal and ethical dilemmas in the workplace, how to conduct valid research and analyze crime statistics, as well as develop effective crime-fighting strategies based on your findings. The program has students engaged in conducting criminal justice research projects where they write data-driven reports that can be used to create new or improved public policies. This program is built for students to learn it today and use it tomorrow. It culminates in a comprehensive capstone course in which students identify, research, and present resolutions to issues in their workplace, organization or community that demonstrate their competency in the field. We are proud to offer you the chance to learn from, network with, and study with experts in the fields of law, criminal justice and government.

The Master of Science in Criminal Justice requires 30 credits (semester hours) of interdisciplinary study in criminal justice divided between the core requirements and concentration. All students take 18 credits of core courses and a 3-credit capstone at the end of the program.

Program Outcomes

Students who complete the master's in criminal justice will be able to:

- Integrate the evolution of important criminological theories with the development of contemporary criminal justice policy.
- Critique the criminal justice system and its policies through the application of current theory and literature to contemporary issues.
- Gather, analyze, and interpret quantitative and qualitative data in the field of criminal justice and report on findings.
- Interpret the Court's decisions concerning constitutional law as they impact the professionals in the criminal justice system.
- Evaluate the use of ethical theory in the criminal justice system's decision-making process.

Master's Degree Requirements

Core Courses (18 Credits)

These courses provide students with an overall education in criminal justice at the graduate level. Students may take these courses in any order, except for statistics and research methods. Students should successfully complete the statistics class before they can take research methods.

- **MCJ 500 Criminology**
- **MCJ 510 Criminal Justice Theory and Policy**
- **MCJ 512 Quantitative Analysis for Criminal Justice**
- **MCJ 514 Research Methods in Criminal Justice**
- **MCJ 520 Constitutional Law**
- **MCJ 526 Legal & Ethical Issues in Criminal Justice**

Concentrations

HOMELAND SECURITY AND EMERGENCY MANAGEMENT CONCENTRATION

This concentration provides students with an in-depth understanding of homeland security and emergency management as they relate to criminal justice. Courses examine domestic and international issues and trends and their impact on criminal justice. Students who decide to complete this concentration will need to complete a minimum of 9 credits in this subject area.

Outcomes for the Concentration

Students who complete the master's in criminal justice with a concentration in homeland security will be able to:

1. Analyze and evaluate contemporary homeland security issues as they relate to criminal justice based on an understanding of the domestic and international processes affecting homeland security.
2. Construct an argument for the relationship between current theories of emergency management and their practical application within the American criminal justice system.

Concentration Requirements (9 credits)

Students must complete 9 credits in their concentration.

Non-concentration (9 credits of the following)

- **MCJ 616 Corrections**
- **MCJ 618 Law Enforcement**
- **MCJ 626 Overview of Justice Administration**
- **MCJ 630 Risk Assessment in Homeland Security**
- **MCJ 640 Crisis Management in a Public Forum**
- **MCJ 650 Terrorism and Counterterrorism**
- **MCJ 651 Overview: Homeland Security & Emergency Management**
- **MCJ 652 Mental Health Issues in Criminal Justice**
- **MCJ 660 Human Trafficking**
- **ADR 672 Arbitration**

Homeland Security and Emergency Management (9 credits of the following)

- **MCJ 650 Terrorism and Counter Terrorism**
- **MCJ 651 Overview: Homeland Security and Emergency Management**
- **MCJ 630 Risk Assessment in Homeland Security**

Capstone (3 credits)

The capstone course must be completed last, after all other program requirements have been met.

- **MCJ 698 Criminal Justice Capstone**

Policies Specific to the Master of Science in Criminal Justice

Policies and procedures that apply specifically to the Master of Science in Criminal Justice program are listed in the following section. File your Student Policy Handbook with this program catalog and your other important academic papers for easy reference.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within 10 years of the date of enrollment may be used to satisfy the requirements of the Master of Science in Criminal Justice program if approved by Excelsior College faculty. Students may transfer up to 15 credits. Excelsior College will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior College does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the college/department/faculty member issuing the P grade must verify that it is equivalent to a B- or better.

Maximum Time to Complete

Students pursing the Master of Science in Criminal Justice have a maximum of 6 years from the date of enrollment to complete the program.

MASTER OF SCIENCE IN CYBERSECURITY

30 CREDITS

DEGREE REQUIREMENTS

CORE REQUIREMENTS

- CYS 500 Foundations of Cybersecurity
- CYS 504 Network and Communication Security
- BUS 530 Project Management Principles and Application
- CYS 541 Ethics, Legal, and Compliance Issues in Cybersecurity
- CYS 550 Leadership and Communication in Cybersecurity
- CYS 560 Information Assurance

CONCENTRATION REQUIREMENTS

One of the following concentrations must be declared.

- General
- Information Assurance
  CYS 523 Software and Application Security, CYS 526 Cyber Attacks and Defense, CYS 586 Digital Forensics and Investigations

CYS 596 Cybersecurity Capstone

The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Master of Science in Cybersecurity is designed to enable students to pursue their career goals within critically important cybersecurity field. This program provides professionals with the techniques and knowledge to protect the organization's cyber assets by focusing on prevention, detection, countering, and recovering from cyber incidents. The curriculum focuses on aspects of cybersecurity, including strategies, policy, ethics and legal compliance, operational process, and technology to secure and defend an organization's cyber assets. This program is suited for professionals who aim to pursue senior-level technical or managerial positions in cybersecurity such as information security officer, cybersecurity manager, senior security analyst, security and compliance manager, director IT security and governance, digital crime investigator, or penetration tester.

Program (Student) Outcomes

Upon successful completion of the Excelsior College Master of Science in Cybersecurity program, the graduate will be able to:

1. Continuously monitor, maintain, and enhance the protection of enterprise-wide information assets through effective industry accepted information management and risk management techniques.
2. Detect, analyze, and respond to cyber-attacks on networks and computer systems.
3. Conduct risk and vulnerability assessments of existing and proposed information systems.
4. Utilize the best sources of information available related to cyber security issues, threats, and recovery.
5. Demonstrate the ability to understand professional, ethical, and social responsibility, including the effect of culture, diversity, and interpersonal relations.
6. Demonstrate proficiency in communicating technical information in formal reports, documentation, and oral presentations to users and information technology professionals.
7. Demonstrate a commitment to professional development and to continue to engage in lifelong learning.

Degree Requirements

The Master of Science in Cybersecurity program requires a minimum of 30 graduate-level credits, with 10 required courses.

Required Subjects

- Foundations of Cybersecurity (3 credits) [**CYS 500 Foundations of Cybersecurity**]
- Network and Communication Security (3 credits) [**CYS 504 Network and Communication Security**]
- Project Management (3 credits) [**BUS 530 Project Management Principles and Application**]
- Ethics, Legal, and Compliance Issues in Cybersecurity (3 credits) [**CYS 541 Ethics, Legal, and Compliance Issues in Cybersecurity**]
- Leadership and Communication in Cybersecurity (3 credits) [**CYS 550 Leadership and Communication in Cybersecurity**]
- Information Assurance (3 credits) [**CYS 560 Information Assurance**]
- Cybersecurity Capstone (3 credits) [**CYS 596 Cybersecurity Capstone**] The capstone course is required and must be taken through Excelsior College. It cannot be transferred in.]

Concentrations

GENERAL

The General concentration allows students to develop a personalized specialization that spans multiple cybersecurity concentrations. Student can tailor their concentration to their specific career goals, providing them with flexibility in developing their specialized knowledge and skills in cybersecurity.

Concentration Requirements

9 credits of approved technical electives

INFORMATION ASSURANCE

The Information Assurance concentration is designed as a specialization for an individual who wishes to be hands-on while combating cybersecurity threats. The focus will be on software control management tools, software integration, cyber defense mitigation, and digital forensics. The three classes within this concentration will allow students to gain the needed knowledge of both hardware and software issues. Individuals who specialize in cyber operations will be prepared to be on the front line of defense for companies.

Concentration Outcomes

1. Develop a secure coding environment to maintain and protect source code for securing applications.
2. Recommend software appropriate for defending against cyber attacks.
3. Demonstrate knowledge of digital forensics and how it can be used to assist with an investigation.

Concentration Requirements

- **CYS 523 Software and Application Security** (3 credits)
- **CYS 526 Cyber Attacks and Defense** (3 credits)
- **CYS 586 Digital Forensics and Investigations** (3 credits)

Policies Specific to the Master of Science in Cybersecurity

Policies and procedures that apply specifically to the Master of Science in Cybersecurity program are listed in the following section. File your Student Policy Handbook with this program catalog and your other important academic papers for easy reference.

Time Limit on Courses and Exams

Due to the rapidly changing nature of technology, Excelsior College has established a time-related restriction on the application of credits applied to the Master of Science in Cybersecurity. To meet this requirement, relevant coursework must have been completed more recently than 5 years prior to entrance into the Master of Science in Cybersecurity degree program. Please note that course content in these areas is subject to faculty approval. The time limit may be appealed by completing an appeal form which verifies appropriate and current professional and/or academic experience.

Maximum Time to Complete

Excelsior College degree programs are designed, within limits, to be completed at a student's own pace. However, students must make continuous progress toward their academic goals. Students will be dismissed if they do not complete the Master of Science in Cybersecurity at the conclusion of 5 years from their entrance into the program. Students may seek an extension of the time limit by completing an appeal form, which will outline a plan for completion. Students must submit this appeal no less than one trimester before reaching the 5-year degree completion time limit.

Grade Point Average

Excelsior College requires an overall 3.0 cumulative GPA for completion of the Master of Science in Cybersecurity.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within five years of the date of enrollment may be used to satisfy the requirements of the Master of Science in Cybersecurity program if approved by Excelsior College faculty. Students may transfer up to 15 credits. Excelsior College will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior College does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the college/department/faculty member issuing the P grade must verify that it is equivalent to a B- or better.

MASTER OF SCIENCE IN
HEALTHCARE ADMINISTRATION

36
CREDITS

DEGREE REQUIREMENTS

CORE COMPONENT

- BUS 504 Human Resources Management
- HSC 516 Communication Strategy for the Health Care Leader
- HSC 519 Contemporary Issues and Trends in Health Care
- HSC 528 Health Care Finance
- HSC 544 Health Care Law and Ethics
- HSC 552 Leadership
- HSC 561 Quality Management in Health Care

SPECIALIZATION COMPONENT

- General
  Any 9 graduate-level credits supportive of health care administration

ELECTIVES COMPONENT

- Any 3 graduate-level credits

HSC 698 MS in Health Care Administration Capstone

The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Master of Science in Healthcare Administration program is designed to prepare individuals for leadership positions in a dynamic healthcare environment. The program includes a **21-credit** core component, a **9-credit** area of specialization component, **3 graduate-level elective credits,** and a **3-credit** capstone course. Students may select from an array of graduate electives to individualize their academic program. Graduates of this program acquire marketable knowledge and skills through coursework that includes analysis of case studies and reality-based projects and simulations.

Program Outcomes

Upon completion of the program, the graduate will be able to:

1. Execute effective communication strategies within the health care environment and with external stakeholders.
2. Apply leadership techniques in various healthcare contexts to influence others and impact organizational challenges.
3. Integrate principles of risk management and quality improvement to optimize desired outcomes.
4. Implement financial management and human resource practices commonly used by administrators.
5. Apply ethical standards to resolve policy and legal issues in health care.
6. Analyze contemporary issues impacting the health care environment.

Program Requirements (36 credits)

Graduate Health Science Core (21 credits)

- **BUS 504 Human Resource Management** (3 credits)
- **HSC 516 Communication Strategy for the Health Care Leader** (3 credits)
- **HSC 519 Contemporary Issues and Trends in Health Care** (3 credits)
- **HSC 528 Health Care Finance** (3 credits)
- **HSC 544 Health Care Law and Ethics** (3 credits)
- **HSC 552 Leadership** (3 credits)
- **HSC 561 Quality Management in Health Care** (3 credits)

GENERAL TRACK (9 CREDITS)

Any 9 graduate-level credits supportive of Health Care Administration. Students are required to complete a compilation of graduate-level coursework from health sciences fields. This will include Excelsior College graduate courses as well as approved courses transferred in from other institutions.

Electives Component (3 credits)

Any 3 graduate-level credits supportive of Health Care Administration

Graduate Health Sciences Capstone (3 credits)

- **HSC 698 MS in Health Care Administration Capstone** may be taken when students are in their final trimester and have completed at least 30 credits.

Policies Specific to the Master of Science in Health Care Administration

Maximum Time to Complete

- Maximum of 7 years to complete

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within 7 years of date of enrollment may be used to satisfy the requirements of the program if approved by Excelsior College faculty. Students may transfer up to 18 credits. Excelsior College will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior College does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the college/ department/ faculty member issuing the P grade must verify that it is equivalent to a B- or better.

MASTER OF SCIENCE IN HEALTH SCIENCES

36 CREDITS

DEGREE REQUIREMENTS

CORE COMPONENT

- HSC 500 Graduate Research and Writing
- HSC 510 Health Care Policy, Politics, and Power
- HSC 518 Ethics and Health Care
- HSC 560 Health Care Delivery Systems
- HSC 580 Research and Applied Statistics or PBH 592 Biostatistics
- HSC 552 Leadership

SPECIALIZATION COMPONENT

One of the following concentrations must be declared.

- No Specialization
  Health Sciences Electives
- Public Health
  PBH 603 Behavioral Health and Social Environment, PBH 604 Epidemiology, PBH 609 Technology Application in Health Professions Education, PBH 613 Program Planning and Evaluation for Public Health, PBH 647 Vulnerable Populations

HSC 660 Graduate Health Sciences Capstone

The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The **Master of Science in Health Sciences** program is designed for students who wish to develop advanced knowledge and skills in health care. It is composed of an **18-credit core**, a **15-credit area of specialization**, and a **3-credit capstone course**. The required core courses are designed to help students develop critical competencies relevant to various branches of the health sciences, such as communication, ethical reasoning, and leadership. The core courses also provide foundational knowledge in research, health care policy, and statistics. There are two specialization options to choose from: **Public Health,** as well as a **No Specialization option**.

The **Public Health specialization** is designed for students interested in developing specialized skills to address existing and emerging societal health issues. The field of public health is multidisciplinary in nature and attracts students with various professional backgrounds with one common goal—improving the health of populations. Students will be introduced to the five disciplines that make up the field of public health: behavioral science/health education, epidemiology, biostatistics, environmental health, and health services administration/management.

The flexible option of **No Specialization** is for students with previous graduate-level coursework and those who prefer to combine a variety of the graduate-level health sciences-based courses to establish a unique area of focus.

Program Outcomes

Upon completion of the Master of Science in Health Sciences program, graduates will be able to:

1. Demonstrate proficiency in using multiple strategies of communication to convey complex thoughts and ideas.
2. Use research findings to explain and direct the resolution of practice-related issues and challenges.
3. Apply leadership skills in managing people and programs.
4. Analyze issues and challenges, including new and emerging trends within the health care industry, using an ethical framework.
5. Use knowledge of health care policy and delivery systems to guide professional practice.

Program Requirements (36 credits)

Health Science Core (18 credits)

- **HSC 500 Graduate Research and Writing** (3 credits)
- **HSC 510 Health Care Policy, Politics, and Power** (3 credits)
- **HSC 518 Ethics and Health Care** (3 credits)
- **HSC 560 Health Care Delivery Systems** (3 credits)
- **HSC 580 Research and Applied Statistics** (3 credits) or **PBH 592 Biostatistics** (3 credits)①
- **HSC 552 Leadership** (3 credits)

continued on next page

① **PBH 592 Biostatistics** is required for the **Public Health Specialization**

Concentrations

PUBLIC HEALTH SPECIALIZATION (15 CREDITS)

- **PBH 603 Behavioral Health and Social Environment** (3 credits)
- **PBH 604 Epidemiology** (3 credits)
- **PBH 609 Critical Issues in Public Health** (3 credits)
- **PBH 613 Program Planning and Evaluation for Public Health** (3 credits)
- **PBH 647 Vulnerable Populations** (3 credits)

Specialization Outcomes

- Apply an epidemiological framework to public health issues.
- Examine the influence of social determinants of health on populations.
- Develop evidence-based strategies to address public health issues.

NO SPECIALIZATION (15 CREDITS)

Students are required to complete a compilation of graduate-level coursework from health sciences fields. This will include Excelsior College graduate courses as well as approved courses transferred in from other institutions.

Graduate Health Sciences Capstone (3 credits)

HSC 660 Graduate Health Sciences Capstone may be taken when students are in their final trimester and have completed at least 30 credits.

Policies Specific to the Master of Science in Health Sciences

Maximum Time to Complete

- Maximum of 7 years to complete

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within 7 years of date of enrollment may be used to satisfy the requirements of the program if approved by Excelsior College faculty. Students may transfer up to 18 credits. Excelsior College will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior College does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the college/department/faculty member issuing the P grade must verify that it is equivalent to a B- or better.

MASTER OF SCIENCE IN MANAGEMENT

30 CREDITS

DEGREE REQUIREMENTS

CORE COMPONENT

- BUS 501 Business Communication
- BUS 523 Business Ethics for Managers
- BUS 502 Global Business Environments
- BUS 553 Organizational Behavior
- BUS 504 Human Resource Management
- BUS 530 Project Management Principles and Application
- Electives
  If needed to replace waived core course(s)

CONCENTRATION COMPONENT

One of the following concentrations must be declared.

- General Business Management
  Management Electives (Choose three)
- Human Resource Management
  Choose one elective from each of the following categories: Staffing and Development, Total Rewards, Maintaining High Performance
- Organizational Leadership
  BUS 552 Leadership, BUS 554 Change Management, BUS 671 Mediation

BUS 599 Strategic Management Capstone

The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Master of Science in Management is a 30-semester-hour professional degree intended for those who desire to advance their career in the business, nonprofit, military, or government sector. This interdisciplinary program focuses on leadership, organizational behavior, change management, global business environment, and conflict management to enable the participant to build a strong foundation to qualify for an organizational leadership or management role. The program integrates theory, case study, practice, and virtual simulations to prepare the participant to grow both their personal and organizational leadership and motivational abilities. Progressive and growing organizations are in constant demand of candidates who possess advanced leadership and project management knowledge and skills obtainable through Excelsior College's Master of Science in Management.

Consistent with Excelsior College's mission to provide academic opportunities that overcome barriers of time, distance, and cost, the MS in Management program allows students to transfer up to 15 credits from outside sources. Excelsior College offers online courses to fulfill all core requirements for the degree. Upon admission to the program, each candidate receives an individualized evaluation that indicates which courses the candidate must complete to qualify for the degree.

The Excelsior College Master of Science in Management is the flexible, accessible, and relevant option for adults who want to enhance their career options and obtain a first-rate graduate education while maintaining family, work, and community obligations.

Program Educational Objectives

As an Excelsior College master's-level business graduate, within a few years of graduation, you are expected to:

1. Design, implement, and evaluate the efficacy of solutions for complex business problems.
2. Engage in life-long learning for professional, career, and personal development.
3. Lead and work effectively and efficiently in diverse team settings and maintain a high level of performance in a professional business environment.
4. Communicate effectively and efficiently to various audiences in a timely and professional manner.
5. Demonstrate leadership and initiative to ethically advance organizational goals and objectives.
6. Demonstrate adaptability, leadership, mentoring skills, and management in one's chosen career.

Program Outcomes

Upon successful completion of the Excelsior College Master of Science in Management program, the graduate will be able to:

1. Formulate sustainable solutions to practical management problems encountered in a complex global environment.
2. Evaluate different methods and strategies used to develop individuals and manage teams in multiple settings.
3. Analyze how different functional areas within a business organization affect its strategic direction.
4. Apply project management tools and techniques in a business environment.
5. Create sustained and coherent arguments to summarize work for both internal (e.g. management, peers, subordinates) and external audiences.
6. Develop an ethical argument that challenges existing assumptions or prevailing practices in a business environment.
7. Generate solutions to business problems through the use of information technologies.
8. Integrate theory and practice for the purpose of strategic analysis.
9. Evaluate individual strengths and weaknesses with the desire to update skills and continuously improve.

Degree Requirements

The Master of Science in Management requires a minimum of 30 graduate-level credits, with 10 required courses.

Core Courses

- Organizational Communication (3 credits) **[BUS 501 Business Communication]**
- Ethics for Managers (3 credits)① **[BUS 523 Business Ethics for Managers]**
- Managing Global Environments (3 credits) **[BUS 502 Global Business Environments]**
- Organizational Behavior (3 credits)① **[BUS 553 Organizational Behavior]**
- Human Resource Management (3 credits) **[BUS 504 Human Resource Management]**
- Project Management (3 credits) **[BUS 530 Project Management Principles and Application]**
- Strategy and Policy (capstone) (3 credits) **[BUS 599 Strategic Management Capstone]**
  The capstone course is required and must be taken through Excelsior College and cannot be transferred in.

Concentration/Options

Students round out the Master of Science in Management by selecting a concentration or option. Courses from other Excelsior College master's programs may apply here. Contact your academic advisor for more information.

HUMAN RESOURCE MANAGEMENT

The Human Resource Management concentration provides students with the knowledge and skills required of human resource managers who deal with human capital issues, challenges, and opportunities on a daily basis. The students are expected to effectively apply contemporary theories and applications to successfully perform several key functions in human resource management, including staffing, employee development, labor relations, conflict resolutions, compensation, and benefits.

Concentration Outcomes

Upon completion of an Excelsior College Master of Science in Management with a Human Resource Management concentration, the graduate will be able to:

1. Analyze the legal requirements applicable to human resource decisions.
2. Apply human resource management principles to support organizational objectives.

Required Subjects

Students must select one course from each of the following required categories:

- Staffing and Development (3 credits each) **[BUS 517 Employee Staffing and Development, BUS 519 Training and Career Development, BUS 554 Change Management]**
- Total Rewards (3 credits each) **[BUS 512 Compensation and Benefits, BUS 513 International Human Resources, BUS 514 Employment Law]**
- Maintaining High Performance (3 credits each) **[BUS 515 Labor Relations and Conflict Resolution, BUS 555 Principles and Practices of Performance Improvement, BUS 670 Conflict Management and Alternative Dispute Resolutions]**

① Students who have taken an approved upper-level undergraduate course in Business Ethics and/or Organizational Behavior within the last 10 years with a grade of B or above may waive this requirement. However, they must then take one or more approved graduate courses to meet the required total of 30 credits for the degree. Any waivers will count toward the 15 credits accepted in transfer.

ORGANIZATIONAL LEADERSHIP

The Organizational Leadership concentration is designed to recognize the unique competencies that today's leaders have gained, while overcoming the complexities within their organizations. These innovative characteristics should be recognized by earning a master's degree associated with the leadership aspects within their careers. This program is tailored toward managers desiring to become successful leaders within an organization that demands creativity and innovation to gain success. Each of these individuals is being challenged every day to design creative solutions and develop complex courses of action with direct impacts to the organization's employees and mission. The Organizational Leadership concentration is designed to prepare each manager for the multifaceted complexities they will face today and in the future as a leader. A graduate of this program will be able to successfully serve at a senior-level position within one's respective organization and can be routinely called upon as an expert in one's field. This concentration meets the needs of experienced managers who have completed a baccalaureate degree and strive for additional academic rigor to gain a leadership master's degree. It will be especially suited for Excelsior College baccalaureate degree graduates who wish to continue graduate studies with Excelsior College.

Concentration Outcomes

Upon completion of an Excelsior College Master of Science in Management with an Organizational Leadership concentration, the graduate will be able to:

1. Discuss key issues and challenges associated with managing organizational changes.
2. Apply leadership strategies to manage conflicts in the workplace.

Required Subjects

- Mediation
  [BUS 671 Mediation, MLS 694 Theories of Conflict and Conflict Resolution]
- Leadership
  [BUS 552 Leadership]
- Change Management
  [BUS 554 Change Management]

GENERAL BUSINESS MANAGEMENT OPTION

The General Business Management option is designed for students seeking more flexibility in their degree program. Selecting the this concentration allows students to choose three business electives that span multiple discipline areas in the field business management, helping students tailor a program and develop broad-based skills.

Required Subjects

- Management Elective
- Management Elective
- Management Elective

Policies Specific to the MSM

Policies and procedures that apply specifically to the MSM program are listed in the following section. File your Student Policy Handbook with this program catalog and your other important academic papers for easy reference.

Maximum Time to Complete the Master of Science in Management Program

Students pursuing the Master of Science in Management have a maximum of 10 years to complete the program from the date of enrollment.

DUAL DEGREES AT **EXCELSIOR COLLEGE**

Degree area key

Business BUS | Health Sciences HS | Liberal Arts LA | Public Service PS | Technology TECH

For undergraduate- and graduate-level nursing degree programs, refer to the Excelsior College Nursing Catalog.

BACHELOR OF SCIENCE IN **BUSINESS** TO **MASTER OF BUSINESS ADMINISTRATION** DUAL DEGREE TRACK

150 CREDITS

GENERAL EDUCATION AND ADDITIONAL REQUIREMENTS

Refer to chart on page 40 of the Undergraduate Catalog for an overview of general education and distribution requirements for all bachelor's degree programs.

UNDERGRADUATE DEGREE-SPECIFIC REQUIREMENTS

Ethics	ACC 212 Managerial Accounting
ECO 262 Introduction to Macroeconomics	BUS 230 Business Law
ECO 260 Introduction to Microeconomics	IT 221 Introduction to Computers
BUS 311 Organizational Behavior	BUS 222 Business Communication
Precalculus or Above	BUS 341 Management Concepts and Applications
BUS 233 Business Statistics	BUS 350 Principles of Finance
BUS 431 Business Data Analysis	ECON 360 International Economics
ACC 211 Financial Accounting	BUS 435 International Business

Undergraduate Level Business Component (Choose 21 credits, 9 upper level)
Financial Accounting, Managerial Accounting, Introduction to U.S. Business Law, Business Communication, Computers, Principles of Management, Principles of Marketing, Financial Management, International Business

BUS 499 Strategic Management Capstone
The Capstone course must be taken at Excelsior College and cannot be transferred in.

BRIDGE REQUIREMENTS

BUS 502 Global Business Environment

BUS 570 Information Technology

GRADUATE REQUIREMENTS

GRADUATE BUSINESS REQUIREMENTS

- BUS 500 Accounting for Managers
- BUS 505 Finance
- BUS 506 Marketing
- BUS 520 Operations Management
- BUS 530 Project Management Principles and Application
- BUS 552 Leadership

GRADUATE ELECTIVES OR OPTIONAL CONCENTRATION

Choose one of the following concentrations: Accounting, Health Care Management, Human Resource Management, Leadership, or No concentration

BUS 511 Strategy and Policy Capstone
The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Bachelor of Science in Business to Master of Business Administration dual degree track requires a total of 150 credits, consisting of 60 credits in the arts and sciences component, 45 credits in the business component, 9 credits in the elective credit component, and 36 credits in the graduate component.

Twenty-one upper level credits must be earned in Business, to include 3 in Economics, 3 in Organizational Behavior and 3 in Quantitative Methods.

Specialized Accreditation/Recognition: *The Bachelor of Science in Business and the Master of Business Administration are accredited by the International Accreditation Council for Business Education (IACBE), 11374 Strang Line Rd., Lenexa, KS 66215.*

Program Educational Objectives

As an Excelsior College bachelor's-level business graduate, within a few years of graduation, you are expected to:

1. Apply discipline-specific concepts and methodologies to identify, analyze, and solve business problems.
2. Demonstrate a desire and commitment to remain current with and adaptive to changing business conditions through continuous learning and self-improvement.
3. Demonstrate independent and critical thinking, function effectively in team-oriented settings, and maintain a high level of performance in a professional business environment.
4. Communicate effectively, orally and in writing, in a professional business environment.
5. Behave ethically and professionally in business and society.
6. Demonstrate and utilize leadership principles in one's chosen career field.

Program Competencies

The competencies provide students with a foundational knowledge of business administration and strategic management. Upon completion of the degree program, students will be able to achieve the following in these competency areas:

1. **Economics:** Apply micro and macroeconomic concepts and theories to explain the relationship between legal, social, and economic interests of individuals and society.
2. **Accounting:** Apply basic accounting concepts and principles to the analysis and interpretation of corporate financial statements.
3. **Marketing:** Explain how modern marketing concepts and theories support and influence business strategies.
4. **Finance:** Utilize financial management concepts and tools to make informed business decisions.
5. **Management:** Apply the major concepts and theories of management and leadership in order to develop business strategies in a real-world context.
6. **Quantitative Analysis:** Utilize quantitative research, statistics, and data analysis to analyze business data, support business decisions, and solve problems.
7. **Global:** Analyze the opportunities and risks associated with doing business in a global environment.
8. **Ethics:** Justify decisions by evaluating the social, ethical, and legal implications for business organizations.
9. **Communication:** Effectively communicate business concepts orally and in writing to multiple audiences.
10. **Computer Skills:** Utilize business computer applications and information

technologies to organize and interpret business data and information.

11. **Teamwork/Cultural Diversity:** Work effectively and collaboratively on diverse teams to complete projects based on real-world scenarios.
12. **Critical Thinking:** Employ critical thinking skills to interpret and analyze competing arguments and perspectives in a business environment.
13. **Leadership:** Organize tasks and understand how to delegate responsibility in order to complete collaborative projects in a timely manner.
14. **Lifelong Learning:** Evaluate their individual strengths and weaknesses with the desire to update skills and continually improve.
15. **Business Strategy:** Apply knowledge of business concepts and functions in an integrated manner to make strategic decisions in a real-world context.

The Excelsior College MBA program is framed within a work-related global business setting to increase academic understanding of business topics, improve career prospects, and expand individual horizons. Students can capitalize upon their existing work-based knowledge while engaging in a process of reflective learning. This program will equip successful students to further their careers through enhanced knowledge, understanding, and application to the business environment.

Upon successful completion of the Excelsior College Master in Business Administration program, the graduate will be able to:

- Prepare and deliver effective written and oral communications to shape organizational culture, resolve conflict, and relay information to diverse audiences.
- Apply quantitative and qualitative business analysis techniques to solve problems and support management and strategic level decisions.
- Demonstrate transformational leadership skills through the ability to set direction and work with multiple constituencies with divergent needs including ethical obligations and social responsibility.
- Develop an action plan to continuously improve and update one's knowledge and skills in strategic leadership.
- Recognize problems in business settings and propose solutions with a team of colleagues.
- Analyze complexity, interdependency, change and opportunities for organizations, including setting direction, aligning and motivating employees.
- Appraise risk and develop entrepreneurial solutions for sustainable innovation that delivers economic and social value.
- Evaluate how global environments impact changing business practice.
- Analyze cultural differences and how these differences affect best practices in management.
- Integrate empirical research and management theories for the purpose of strategic planning for profitability, including times of economic recession.

Dual Degree Track Requirements

Arts and Sciences Component (60 credits)

A. **Written English Requirement**
A minimum of 6 credits must be earned in English composition using approved examinations and/or courses. See the written English requirement explanation in the Undergraduate Catalog for additional information.

B. **Humanities**
A minimum of 3 credits must be earned in Ethics.

C. A minimum of 6 credits must be earned in other humanities subjects such as art, literature, philosophy, religion, theatre, speech, and foreign languages.

D. **Social Sciences/History**
   1. A minimum of 3 credits must be earned in Microeconomics with a minimum grade of C.
   2. A minimum of 3 credits must be earned in Macroeconomics with a minimum grade of C.
   3. A minimum of 3 credits must be earned in Economics. This serves as an MBA foundation requirement and must be completed with an upper-level course with a grade of B or better.
   4. A minimum of 6 credits must be earned in other social sciences/history subjects, including geography, economics, cultural anthropology, political science, sociology, and psychology.

E. **Natural Sciences and Mathematics**
   1. A minimum of 3 credits must be earned in Statistics with a minimum grade of C.
   2. A minimum of 3 credits must be earned in College Algebra (at the level of precalculus or above) with a minimum grade of C.
   3. A minimum of 3 credits must be earned in natural sciences. Subjects comprising this category include topics in biology, chemistry, genetics, and physics.

F. **Arts and Sciences Electives**
   An additional 21 credits must be completed in the arts and sciences areas of the humanities, social sciences/history, or natural sciences/math. Students may distribute the remaining 15 credits across the arts and sciences subjects in any fashion.
   1. A minimum of 3 credits must be earned in Organizational Behavior [**BUS 311 Organizational Behavior, BUSx315 Organizational Behavior**]. This serves as an MBA foundation requirement and must be completed with an upper-level course with a grade of B or better.
   2. A minimum of 3 credits must be earned in Quantitative Analysis [**BUS 431 Business Data Analysis, BUSx437 Quantitative Analysis**]. This serves as an MBA foundation requirement and must be completed with an upper-level course with a grade of B or better.

Elective Credit Component (9 credits)

A. **Information Literacy**
   A minimum of 1 credit must be earned in information literacy. See the information literacy requirement explanation in the Undergraduate Catalog for more information.

B. **Other College-Level Credit**
   A minimum of 8 credits must be earned in other college-level credit. This essentially is an elective area that can be fulfilled with additional arts and sciences credits or applied professional credits.

Business Component (45 credits)

- Financial Accounting
  [**ACC 211 Financial Accounting**]
- Managerial Accounting
  [**ACC 212 Managerial Accounting**]
- Introduction to Business Law (U.S.)
  [**BUS 230 Business Law**]
- Computers
  [**IT 221 Introduction to Computers**]
- Business Communication
  [**BUS 222 Business Communication**]
- Principles of Management
  [**BUS 341 Management Concepts and Applications**]
- Principles of Marketing
  [**BUS 351 Marketing Concepts & Applications**]
- Financial Management
  [**BUS 350 Principles of Finance**]
- International Business
  [**BUS 435 International Business**]
- Strategic Management (capstone)
  [**BUS 499 Strategic Management (capstone)**]
  The capstone course is required and must be taken through Excelsior College. It cannot be transferred in.
- Concentration (15 credits are required)

Bridge Component (6 credits)

- Information Technology
  [BUS 570 Information Technology]
- Global Business Environment
  [BUS 502 Global Business Environment]

Graduate Component (30 credits)

- Accounting for Managers
  [BUS 500 Accounting for Managers]
- Managerial Finance
  [BUS 505 Finance]
- Marketing
  [BUS 506 Marketing]
- Operations Management
  [BUS 520 Operations Management]
- Project Management and Applications
  [BUS 530 Project Management Principles and Applications]
- Leadership
  [BUS 552 Leadership]
- Strategy and Policy (capstone)
  [BUS 511 Strategy and Policy (capstone)]
  The capstone course is required and must be taken through Excelsior College. It cannot be transferred in.
- Concentration (9 credits are required)

Policies Specific to the BS in Business to MBA (Dual Degree Track) Program

The Excelsior College Student Policy Handbook is your resource for understanding the academic and administrative policies that are important to your academic success. It includes a wide range of information from important federal policies, including your right to privacy, to grading policies and policies and procedures concerning refunds, withdrawals, and other administrative issues. It is your responsibility to be familiar with these policies.

BS in Business/MBA

- Minimum grades of B are required for each of the three MBA foundational courses (Quantitative Analysis, Organizational Behavior, and Economics). These courses must be upper level and no older than 10 years.
- Minimum grades of C are required in each of the courses composing the business core areas for the Bachelor of Science.
- Students must be within 10 credits of completing the undergraduate component in order to enroll in the bridge courses.
- A minimum grade point average (GPA) of 2.0 is required to move forward with the graduate course component.
- Students must complete all undergraduate requirements in order to move forward with the graduate component courses. A minimum GPA of 3.0 is required to complete the MBA.
- Upon completion of all undergraduate requirements, students have two options:
  1. Continue in the program and receive both the Bachelor of Science in Business and MBA at the conclusion of the graduate studies.

     OR

  2. Switch to bachelor's degree and graduate. If students wish to pursue the MBA within 12 months after the conferral of the Bachelor of Science in Business, they will not be required to apply for admission to the MBA program.
- Students may transfer up to a maximum of 24 approved graduate credits (including nine foundation credits).

HS

BUS

BACHELOR OF SCIENCE IN **HEALTH CARE MANAGEMENT** TO **MASTER OF BUSINESS ADMINISTRATION** DUAL DEGREE TRACK

147 CREDITS

GENERAL EDUCATION AND ADDITIONAL REQUIREMENTS

Refer to chart on page 40 of the Undergraduate Catalog for an overview of general education and distribution requirements for all bachelor's degree programs.

Health Care Ethics

UNDERGRADUATE DEGREE-SPECIFIC REQUIREMENTS

HSC 112 Medical Terminology

HSC 301 Foundations of Health Care Management

HSC 404 Organizational Behavior in Health Care Environments

HSC 414 Budget and Finance in Health Care Environments

HSC 431 Health Care Delivery Systems

HSC 450 Economics of Health Care

Undergraduate Business Core: Accounting, Human Resources Management, Marketing, Principles of Management, Upper-Level Research

Undergraduate Business or Health Care Electives

BRIDGE REQUIREMENTS

- BUS 502 Global Business Environment
- BUS 505 Finance
- BUS 570 Information Technology

GRADUATE REQUIREMENTS

GRADUATE BUSINESS REQUIREMENTS

- BUS 500 Accounting for Managers
- BUS 506 Marketing
- BUS 552 Leadership
- BUS 520 Operations Management
- BUS 530 Project Management Principles and Applications

GRADUATE ELECTIVES OR OPTIONAL CONCENTRATION

Choose one of the following concentrations: Accounting, Health Care Management, Human Resource Management, Leadership, or No concentration

BUS 511 Strategy and Policy Capstone
The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Bachelor of Science in Health Care Management to Master of Business Administration dual degree program consists of **147 credits** of course work. The program is designed for students who have a goal of earning an MBA and working in health care management and administration. Students earn the bachelor's degree by completing **60 credits** in the arts and sciences component, **36 credits** in the professional component, and **15 credits** in the additional credit component. Students achieve graduate status after completing all undergraduate requirements and the **9-credit** bridge component. The **27-credit** graduate component completes the master's degree requirements.

Of the total credits for the Bachelor of Science in Health Care Management portion of this degree, 39 must be earned at the upper level, 15 in the Business core, 15 in the Health Science core and 9 in the bridge component.

Specialized Accreditation/Recognition: *The Master of Business Administration is accredited by the International Accreditation Council for Business Education (IACBE), 11374 Strang Line Rd., Lenexa, KS 66215.*

Program Outcomes

Upon completion of the **Bachelor of Science in Health Care Management** program, the graduate will be able to:

1. Implement management practices in health care settings that reflect leadership and organizational theories.
2. Apply resource management principles within diverse health care organizations.
3. Explain the role of the manager in maintaining a legal and ethical environment.
4. Determine effective communication strategies when interacting with stakeholders.
5. Use evidence-based practice to guide decision making and promote quality in health care settings.

The Excelsior College MBA program is framed within a work-related global business setting to increase academic understanding of business topics, improve career prospects, and expand individual horizons. Students can capitalize upon their existing work-based knowledge while engaging in a process of reflective learning. This program will equip successful students to further their careers through enhanced knowledge, understanding, and application to the business environment.

Upon successful completion of the Excelsior College Master in Business Administration program, the graduate will be able to:

- Prepare and deliver effective written and oral communications to shape organizational culture, resolve conflict, and relay information to diverse audiences.
- Apply quantitative and qualitative business analysis techniques to solve problems and support management and strategic level decisions.
- Demonstrate transformational leadership skills through the ability to set direction and work with multiple constituencies with divergent needs including ethical obligations and social responsibility.
- Develop an action plan to continuously improve and update one's knowledge and skills in strategic leadership.
- Recognize problems in business settings and propose solutions with a team of colleagues.
- Analyze complexity, interdependency, change and opportunities for organizations, including setting direction, aligning and motivating employees.
- Appraise risk and develop entrepreneurial solutions for sustainable innovation that delivers economic and social value.
- Evaluate how global environments impact changing business practice.
- Analyze cultural differences and how these differences affect best practices in management.
- Integrate empirical research and management theories for the purpose of strategic planning for profitability, including times of economic recession.

Dual Degree Track Requirements

Arts and Sciences Component (60 credits)

A. **English Composition**
A minimum of 6 credits must be earned in English composition using approved examinations and/or courses. See the written English requirement explanation in the Undergraduate Catalog for additional information.

B. **Humanities**
   1. A minimum of 3 credits must be earned in health care ethics.
   2. A minimum of 6 credits must be earned in other humanities subjects such as art, literature, ethics, philosophy, religion, theatre, speech, and foreign languages.

C. **Social Sciences/History**
   1. A minimum of 3 credits must be earned in microeconomics with a minimum grade of C.
   2. A minimum of 3 credits must be earned in macroeconomics with a minimum grade of C.
   3. A minimum of 3 credits must be earned in other social sciences/history subjects, including geography, economics, cultural anthropology, political science, sociology, and psychology.

D. **Natural Sciences/Mathematics**
   1. A minimum of 3 credits must be earned in statistics with a minimum grade of C.
   2. A minimum of 3 credits must be earned earned in quantitative methods. This serves as an MBA foundation requirement and must be completed with an upper-level course with a grade of B or better.
   3. A minimum of 3 credits must be earned in natural sciences. Subjects composing this category include topics in biology, chemistry, genetics, and physics.

Arts and Sciences Electives

An additional 27 credits must be completed in the arts and sciences areas of the humanities, social sciences/history, or natural sciences/math. Students may distribute these credits across the arts and sciences subjects in any fashion.

Additional Credit Component (15 credits)

A. **Medical Terminology**
A minimum of 3 credits with a minimum grade of C must be earned in medical terminology.
Students who have earned an associate degree or higher in a health sciences field , present a state-issued license as a registered nurse or practical nurse, or have earned a minimum of 3 credits of Anatomy & Physiology from military training (must be listed on a JST) will receive a waiver of this requirement. Students receiving a waiver for Medical Terminology will need to complete three credits in another area.

B. **Information Literacy**
A minimum of 1 credit must be earned in information literacy. See the information literacy requirement explanation in the Undergraduate Catalog for more information.

C. **Other College-Level Credit**
A minimum of 11 credits must be earned in other college-level credit that can be fulfilled with additional arts and sciences credits or applied professional credits.

Professional Component (36 credits)

A. **Business Core**
Three credits in each of the following subjects must be earned with minimum grades of C unless otherwise noted:
   - Accounting
   - Principles of Management
   - Research (must be upper level)
   - Human Resources Management
   - Marketing

B. **Health Care Management Core**
Three upper-level credits in each of the following courses must be earned with minimum grades of C unless otherwise noted:

- **HSC 301 Foundations of Health Care Management**
- **HSC 404 Organizational Behavior and Theory in Health Care**
  This serves as an MBA foundation requirement and must be completed with an upper-level course with a grade of B or better.
- **HSC 414 Budget and Finance in Health Care Organizations**
- **HSC 431 Heath Care Delivery Systems**
- **HSC 450 Economics of Health Care**
  This serves as an MBA foundation requirement and must be completed with an upper-level course with a grade of B or better.
- **Business or Health Care Electives**
  An additional 6 credits must be completed in business or health care electives (minimum grade of C required).

Bridge Component (9 credits)

- **BUS 502 Global Business Environment**
- **BUS 505 Finance**
- **BUS 570 Information Technology**

Graduate Course Component (27 credits)

- **BUS 500 Accounting for Managers**
- **BUS 506 Marketing**
- **BUS 520 Operations Management**
- **BUS 530 Project Management Principles and Applications**
- **BUS 552 Leadership**

Approved Electives (9 credits)

Students electing an MBA concentration may use those credits to fulfill the elective requirement. Students may choose to have no concentration, or choose from the following concentrations: cybersecurity management, human performance technology, human resources management, leadership, social media management, technology management, and health care management.

Strategy and Policy Capstone

- **BUS 511 Strategy and Policy**

Policies Specific to the Bachelor of Science in Health Care Management to Master of Business Administration Dual Degree Program

The Excelsior College Student Policy Handbook is your resource for understanding the academic and administrative policies that are important to your academic success. It includes a wide range of information from important federal policies, including your right to privacy, to grading policies and policies and procedures concerning refunds, withdrawals, and other administrative issues. It is your responsibility to be familiar with these policies.

- There are three foundational requirements for the MBA, including quantitative methods, organizational behavior and theory in health care, and upper-level economics. A minimum grade of B is required for each.
- Credits used to fulfill foundation requirements must be within 10 years of the student's academic policy date.
- A minimum grade of C is required for all other degree requirements with the exception of arts and science electives.
- Credit used to fulfill requirements within the professional component must be completed within 15 years of the student's academic policy date.
- Students must be within 10 credits of completing the undergraduate requirements before beginning the bridge component.
- Students achieve graduate status upon successful completion of all undergraduate requirements, including the bridge courses.
- Students must complete undergraduate and bridge requirements in order to enter the graduate component.
- A minimum GPA of 3.0 is required of all MBA courses for degree completion.
- Students must complete all MBA requirements within 10 years of reaching graduate status.

BACHELOR OF SCIENCE IN **HEALTH SCIENCES** TO **MASTER OF SCIENCE IN HEALTH SCIENCES** DUAL DEGREE TRACK

147 CREDITS

GENERAL EDUCATION AND ADDITIONAL REQUIREMENTS

Refer to chart on page 40 of the Undergraduate Catalog for an overview of general education and distribution requirements for all bachelor's degree programs.

Ethics

UNDERGRADUATE DEGREE-SPECIFIC REQUIREMENTS

HSC 310 Writing and Communication in the Health Science Professions

HSC 320 Health Care Issues in Culturally Diverse Populations

HSC 445 Introduction to Health Care Informatics

UNDERGRADUATE AREA OF EMPHASIS

Choose one of the following: Health and Wellness, Management, Public Health, or No specialization

Undergraduate Health Sciences Electives

BRIDGE REQUIREMENTS

HSC 552 Leadership

HSC 560 Health Care Delivery Systems

HSC 580 Research & Applied Statistics or PBH 592 Biostatistics (for Public Health Specialization)

GRADUATE REQUIREMENTS

GRADUATE HEALTH SCIENCES REQUIREMENTS

- Health Sciences Core
  HSC 500 Graduate Research and Writing, HSC 510 Healthcare Policy, Politics, and Power, HSC 518 Ethics and Health Care
- Health Science Emphasis
  Must choose one: Public Health or No specialization

HSC 660 Master of Science in Health Sciences Capstone
The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Bachelor of Science in Health Sciences to Master of Science in Health Sciences dual degree program consists of **147 credits** of coursework. The program is designed for students who have a goal of earning a Master of Science in Health Sciences and working in a leadership and/or specialty role in public health, health professions education, health care informatics, or another area of interest within the health sciences. Students earn the bachelor's degree by completing **60 credits** in the arts and sciences component and **51 credits** in the health sciences component. Students achieve graduate status after completing all undergraduate requirements and the **9-credit** bridge component. The **27-credit** graduate component completes the master's degree requirements.

Of the total 120 credits for the Bachelor of Science in Health Sciences, 27 must be earned at the upper level, 9 in the Health Science core, 9 in the emphasis and 9 in the bridge component.

Program Outcomes

Upon completion of the **Bachelor of Science in Health Sciences** program, the graduate will be able to:

1. Identify and evaluate evidence to guide decision making.
2. Use a systematic approach and higher order thinking in developing strategies to address health issues and societal needs.
3. Integrate knowledge of culture and an appreciation of diversity in assessment of needs and delivery of health services.
4. Identify opportunities and challenges in the use of current and evolving information technologies for planning, implementing, and evaluating health services.
5. Use effective professional communication skills to engage with various stakeholders.
6. Analyze legal, ethical, and policy issues within health delivery systems.
7. Implement specialized knowledge and skills in the management and delivery of health services.

Upon successful completion of the **Master of Science in Health Sciences** program, the graduate will be able to:

1. Demonstrate proficiency in using multiple strategies of communication to convey complex thoughts and ideas.
2. Use research findings to explain and direct the resolution of practice-related issues and challenges.
3. Apply leadership skills in managing people and programs.
4. Analyze issues and challenges, including new and emerging trends within the health care industry, using an ethical framework.
5. Use knowledge of health care policy and delivery systems to guide professional practice.

Depending on their specialization, the graduate will also be able to:

Public Health Specialization

- Apply an epidemiological framework to public health issues.
- Examine the influence of social determinants of health on populations.
- Develop evidence-based strategies to address public health issues.

Health Professions Education Specialization

- Apply principles and theories of teaching, learning, and assessment.
- Use curriculum development and evaluation processes within dynamic health care and educational environments.
- Evaluate multiple instructional strategies, including educational technologies, to support student learning.

Health Care Informatics Specialization

- Apply health care informatics knowledge and skills to select, manage, and evaluate information systems.
- Use critical thinking skills to identify informatics technology solutions to improve healthcare.

Dual Degree Track Requirements

Arts and Sciences Component (60 credits)

The study of the arts and sciences is an essential part of preparation for professional practice in that it contributes both knowledge and an intellectual approach to problem solving. The arts and sciences requirements ensure that the student will develop college-level competence in the areas of the humanities, social sciences/history, and natural sciences/mathematics.

A. **Written English Requirement**
A minimum of 6 credits are required in expository writing, which may be at the freshman level. See the written English requirement explanation in the Undergraduate Catalog for additional information.

B. **Humanities**
A minimum of 9 credits must be earned in the humanities. The humanities include subjects such as art, literature, ethics, philosophy, religion, theatre, speech, and foreign languages. Within the 9 credits, 2 must be in ethics with a minimum grade of C earned.

C. **Social Sciences/History**
A minimum of 9 credits must be earned in social sciences/history. The social sciences include subjects such as geography, economics, cultural anthropology, political science, sociology, and psychology.

D. **Natural Sciences/Mathematics**
A minimum of 9 credits must be earned in natural sciences/mathematics. A minimum of 2 credits is required in natural sciences subjects (biology, chemistry, physics, etc.) to meet the general education requirements. At least 2 credits in statistics with a minimum grade of C is required to fulfill the core requirement.

E. **Arts and Sciences Electives**
The remaining 27 credits may be distributed among the arts and sciences areas of the humanities, social sciences/history, and natural sciences/mathematics.

Health Sciences Component (51 credits)

The Health Sciences component provides students with a strong foundation in the health care field and allows the flexibility to choose an area of emphasis in order to develop skills and knowledge in a specific area.

The Health Sciences component is composed of:

- **9 credits** of health sciences core courses,
- **9 credits** in an area of emphasis,
- **1 credit** for information literacy, and
- **32 credits** in health sciences electives.

Health Sciences Core (9 credits)

Bachelor of Science in Health Sciences students must complete the following three courses with a minimum grade of C in each in order to satisfy the core requirement:

- **HSC 310 Writing and Communication in the Health Science Professions** (3 credits)
- **HSC 320 Health Care Issues in Culturally Diverse Populations** (3 credits)
- **HSC 445 Introduction to Health Care Informatics** (3 credits)

Areas of Emphasis (9 credits each)

At the undergraduate level, students must select at least one of the following areas of emphasis:

HEALTH AND WELLNESS EMPHASIS (9 CREDITS)

To satisfy the Health and Wellness emphasis requirement, three upper-level courses must be completed with a minimum grade of C: **HSC 407 Health and Wellness** *(required)* and two courses (6.0 semester hours) in approved Health and Wellness electives.

MANAGEMENT EMPHASIS (9 CREDITS)

The following three courses must be completed with a minimum grade of C in each in order to satisfy the Management emphasis requirements:

- **HSC 414 Budget and Finance in Health Care Organizations** (3 credits)
- **HSC 418 Management of Human Resources in Health Care Organizations** (3 credits)
- **HSC 440 Leadership and Management in Health Care Seminar** (3 credits)

PUBLIC HEALTH EMPHASIS (9 CREDITS)

To satisfy the Public Health emphasis requirement, three upper-level courses must be completed with a minimum grade of C: **PBH 321 Introduction to Epidemiology** *(required)*, **PBH 323 Principles of Public Health** *(required)* and one course (3.0 semester hours) of approved Public Health Elective.

NO EMPHASIS (9 CREDITS)

To satisfy the no emphasis requirement, 9 upper-level courses must be completed with a minimum grade of C from any of the approved Health Sciences electives.

Health Sciences Electives (32 credits)

Health sciences elective credit includes coursework from fields such as: radiology, dental hygiene, cardiovascular technology, pharmacy technology, nursing, medical laboratory technology, etc. Arts and sciences credit that is supportive of the health sciences may also be applied to this area.

Additionally, health sciences elective credit may be awarded for faculty-approved licenses and certifications. Excelsior College regularly reviews other licenses and certifications in various areas of health care for which health sciences elective credit may be awarded. For more specific information, see the list of approved licenses and certifications in Appendix A of the Undergraduate Catalog.

Health Sciences Elective Credit

There are a number of Excelsior College health science courses that can apply as health sciences elective credit. Students should consult with their academic advisors regarding the options.

Information Literacy (1 credit)

At least 1 credit must be earned in information literacy. Excelsior College's **INL 102 Information Literacy** fulfills this requirement. See the information literacy requirement explanation in the Undergraduate Catalog for more information. This requirement must be completed within the first 13 Excelsior College credits attempted.

Bridge Component (9 credits)

- **HSC 552 Leadership** (3 credits)
- **HSC 560 Health Care Delivery Systems** (3 credits)
- **HSC 580 Research and Applied Statistics** (3 credits)①

Graduate Course Component (27 credits)

Health Sciences Core (9 credits)

- **HSC 500 Graduate Research and Writing** (3 credits)
- **HSC 510 Health Care Policy, Politics, and Power** (3 credits)
- **HSC 518 Ethics and Health Care** (3 credits)

Specialization Component (15 credits)

At the graduate level, students may choose one of the following areas of specialization:

PUBLIC HEALTH SPECIALIZATION (15 CREDITS)

- **PBH 603 Behavioral Health and Social Environment** (3 credits)
- **PBH 604 Introduction to Epidemiology** (3 credits)
- **PBH 609 Critical Issues in Public Health** (3 credits)

① In lieu of **HSC 580 Research and Applied Statistics, PBH 592 Biostatistics** is required for the Public Health specialization.

- **PBH 613 Program Planning and Evaluation for Public Health** (3 credits)
- **PBH 647 Vulnerable Populations** (3 credits)

NO SPECIALIZATION (15 CREDITS)

Students are required to complete a compilation of graduate-level coursework from health science fields. This will include Excelsior College graduate courses as well as approved courses transferred in from other institutions.

Graduate Health Sciences Capstone (3 credits)

HSC 660 Graduate Health Sciences Capstone may be taken when students are in their final trimester and have completed at least 30 credits.

TECH

BUS

BACHELOR OF SCIENCE IN **INFORMATION TECHNOLOGY** TO **MASTER OF BUSINESS ADMINISTRATION** DUAL DEGREE TRACK

150 CREDITS

GENERAL EDUCATION AND ADDITIONAL REQUIREMENTS

Refer to chart on page 40 of the Undergraduate Catalog for an overview of general education and distribution requirements for all bachelor's degree programs.

BUS 323 Business Ethics

UNDERGRADUATE DEGREE-SPECIFIC REQUIREMENTS

Calculus I, Statistics and Probability, Quantitative Method, Finite Math, or Mathematical Logic

Economics	IT 250 Data Communications and Networking
Discrete Math	IT 371 Web Design and Development
BUS 311 Organizational Behavior	IT 375 Human-computer Integration
IT 210 Object Oriented Programming	IT 380 Overview of Computer Security
IT 321 Computer Systems Architecture	IT 390 Project Management
IT 360 Operating Systems	IT 460 System Administration
IT 370 Database Concepts	

Undergraduate-Level Concentration (Choose 21 credits, 9 upper level)
Cybersecurity Technology, Network Operations, or No Concentration

IT 495 Integrated Technology Assessment Capstone
The Capstone course must be taken at Excelsior College and cannot be transferred in.

BRIDGE REQUIREMENTS

BUS 502 Global Business Environment

BUS 570 Information Technology

GRADUATE REQUIREMENTS

GRADUATE BUSINESS REQUIREMENTS

- BUS 500 Accounting for Managers
- BUS 505 Finance
- BUS 506 Marketing
- BUS 520 Operations Management
- BUS 530 Project Management Principles and Application
- BUS 552 Leadership

GRADUATE ELECTIVES OR OPTIONAL CONCENTRATION

Choose one of the following concentrations: Accounting, Health Care Management, Human Resource Management, Leadership, or No concentration

BUS 511 Strategy and Policy Capstone
The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Bachelor of Science in Information Technology to Master of Business Administration dual degree track requires a total of 150 credits. Students achieve graduate status by completing 60 credits in the arts and sciences component, 48 credits in the information technology component, and 6 credits in the additional credit component. The graduate phase requires a total of 36 graduate credits, including the bridge component and the graduate course component. Students receive the baccalaureate and graduate degrees after completion of the dual degree program in its entirety.

Of the total 120 credits for the Bachelor of Science in Information Technology, 15 must be earned at the upper level in the technology component.

The Bachelor of Science in Information Technology to Master of Business Administration dual degree program is designed to provide a streamlined path for learners to blend their technical skills with managerial skills. The dual degree track is designed with bridge components that enable learners to transition to the MBA program. The dual degree prepares learners to leverage their technical skills to pursue leadership and managerial positions in the industry.

Specialized Accreditation/Recognition: *The Bachelor of Science in Information Technology is accredited by the Computing Accreditation Commission of ABET,* www.abet.org. *ABET is a specialized accrediting agency recognized by the Council for Higher Education Accreditation (CHEA). The Master of Business Administration is accredited by the International Accreditation Council for Business Education (IACBE), 11374 Strang Line Rd., Lenexa, KS 66215.*

Program Educational Objectives

As an bachelor's-level information technology graduate, within a few years of graduation, you are expected to:

1. Apply general and discipline-specific concepts and methodologies to identify, analyze, and solve technical problems in the information technology discipline.
2. Demonstrate an individual desire and commitment to remain technically current with, and adaptive to, changing technologies through continuous learning and self-improvement.
3. Demonstrate independent thinking, function effectively in team-oriented settings, and maintain a high level of performance in a professional/industrial environment.
4. Communicate effectively in a professional/industrial environment.
5. Perform ethically and professionally in business, industry, and society.
6. Demonstrate and utilize leadership principles in the field of information technology.

As an Excelsior College master's-level business graduate, within a few years of graduation, you are expected to:

1. Design, implement, and evaluate the efficacy of solutions for complex business problems.
2. Engage in lifelong learning for professional, career, and personal development.
3. Lead and work effectively and efficiently in diverse team settings and maintain a high level of performance in a professional business environment.
4. Communicate effectively and efficiently to various audiences in a timely and professional manner.
5. Demonstrate leadership and initiative to ethically advance organizational goals and objectives.
6. Demonstrate and utilize leadership principles in the field of information technology.

Program (Student) Outcomes

Upon successful completion of the Bachelor of Science in Information Technology program, the graduate will be able to:

1. Analyze a complex computing problem and to apply principles of computing and other relevant disciplines to identify solutions.
2. Design, implement, and evaluate a computing- based solution to meet a given set of computing requirements in the context of the program's discipline.
3. Communicate effectively in a variety of professional contexts.
4. Recognize professional responsibilities and make informed judgements in computing practice based on legal and ethical principles.
5. Function effectively as a member or leader of a team engaged in activities appropriate to the program's discipline.
6. Identify and analyze user needs and to take them into account in the selection, creation, integration, evaluation, and administration of computing based systems.
7. Demonstrate expertise in the core information technologies, including human-computer interaction, information management, programming, web systems and technologies, networking, system administration and maintenance, and system integration and architecture.
8. Demonstrate a commitment to professional development and to continue to engage lifelong learning.
9. Apply knowledge of computing and mathematics for problem solving in the field of information technology.
10. Demonstrate the ability to apply the appropriate tools and techniques to protect organizational data assets in an ethically responsible manner.
11. Demonstrate the ability to apply best practices and standards for information technology applications.
12. Demonstrate the ability to identify and analyze the local and global impacts of computing solutions on individuals, organizations, and society.

The Excelsior College MBA program is framed within a work-related global business setting to increase academic understanding of business topics, improve career prospects, and expand individual horizons. Students can capitalize upon their existing work-based knowledge while engaging in a process of reflective learning. This program will equip successful students to further their careers through enhanced knowledge, understanding, and application to the business environment.

Upon successful completion of the Excelsior College Master in Business Administration program, the graduate will be able to:

1. Prepare and deliver effective written and oral communications to shape organizational culture, resolve conflict, and relay information to diverse audiences.
2. Apply quantitative and qualitative business analysis techniques to solve problems and support management and strategic level decisions.
3. Demonstrate transformational leadership skills through the ability to set direction and work with multiple constituencies with divergent needs including ethical obligations and social responsibility.
4. Develop an action plan to continuously improve and update one's knowledge and skills in strategic leadership.
5. Recognize problems in business settings and propose solutions with a team of colleagues.
6. Analyze complexity, interdependency, change and opportunities for organizations, including setting direction, aligning and motivating employees.
7. Appraise risk and develop entrepreneurial solutions for sustainable innovation that delivers economic and social value.
8. Evaluate how global environments impact changing business practice.
9. Analyze cultural differences and how these differences affect best practices in management.
10. Integrate empirical research and management theories for the purpose of strategic planning for profitability, including times of economic recession.

Dual Degree Track Requirements

Arts and Sciences Component (60 credits)

A. **Humanities and Social Sciences**
At least 24 credits must be earned in the humanities and social sciences and are distributed as follows:

1. Communications
At least 9 credits must be earned in communications courses, including 6 credits to satisfy the written English requirement [**ENGx111 English Composition, ENG 101 English Composition, ENG 102 Composition II, ENG 201 Writing for the Professions**]. Courses in speech, technical writing, or similar courses in either written or oral communications are applicable toward the communications requirements.
2. Ethics
At least 3 credits must be earned in ethics [**BUS 323 Business Ethics**]
3. Humanities Electives
At least 3 credits must be earned in humanities electives. Humanities subjects include, but are not limited to, advanced writing, literature, foreign languages, religion, philosophy, art, and music.
4. Social Sciences/History
3 credits must be earned in Organizational Behavior [**BUS 311 Organizational Behavior**], 3 credits must be earned in Economics [**ECON 360 International Economics**], and 3 credits must be earned in additional subjects such as sociology, economics, history, psychology, and anthropology. These serve as MBA foundation requirements and must be completed with an upper-level course with a grade of B or better within the last 10 years.

B. **Natural Sciences/Mathematics**
At least 12 credits must be earned in natural sciences/mathematics and include 3 credits in a natural science, a course in discrete mathematics [**TECH 205 Discrete Structures**], and one course from the following list:

1. Calculus I
[**TECH 201 Foundations of Technology Problem Solving I**]
2. Statistics and Probability
[**BUS 233 Business Statistics, MAT 201 Statistics**]
3. Quantitative Methods
[**BUS 431 Business Data Analysis**]
4. Finite Math
5. Mathematical Logic
6. Sample natural sciences subjects include biology, chemistry, geology, physics, and genetics.

C. Arts and Sciences Electives
At least 24 additional credits in any arts and sciences areas must be completed.

Information Technology Component (48 credits)

The Bachelor of Science in Information Technology requires a grade of C or better for applicable credit, and a minimum of 48 credits in the area of information technology distributed as follows:

A. **IT Core Requirements:**
The following core requirements must be met:

1. Object-Oriented Programming
[**IT 210 Object Oriented Programming**]
2. Data Communications and Networking
[**IT 250 Business Data Communications**]
3. Computer Systems Architecture
[**IT 321 Computer Systems Architecture**]
4. Operating Systems
[**IT 360 Operating Systems**]
5. Database Concepts
[**IT 370 Database Management Systems**]
6. Web Design and Development
[**IT 371 Web Design and Development**]
7. Human-Computer Interaction
[**IT 375 Human-Computer Interactive Design**]
8. Overview of Computer Security
[**IT 380 Overview of Computer Security**]
9. Project Management
[**IT 390 Project Management**]

10. System Administration
    [IT 460 System Administration]
11. Integrated Technology Assessment Capstone [**IT 495 Integrated Technology Assessment (capstone)**—The capstone course is required and must be taken through Excelsior College. It cannot be transferred in.]

B. **Concentration Requirements:**
   A concentration must be declared. A minimum of 15 credits is required for each concentration (refer to concentration requirements in the Undergraduate Catalog).

C. **Approved IT Electives**

Level Requirement

Of the 48 credits required for the information technology component, at least 15 must be upper level. No upper-level credit is awarded for introductory coursework in computer languages.
A course is generally considered upper level if it is offered at the junior or senior level and clearly is not introductory in content. Courses taken at two-year institutions may not be used to satisfy upper-level requirements. The acceptance of coursework for credit toward the upper-level requirement is subject to faculty review.

Free Elective Component (6 credits)

A. **Information Literacy**
   A minimum of 1 credit must be earned in information literacy. See the information literacy requirement explanation in the Undergraduate Catalog for more information.

B. **Any collegiate level study**
   May include excess credits in the Arts and Sciences, Information Technology or any applied professional area.

Bridge Component

A grade of B or above is required.

A. Information Technology
   [BUS 570 Information Technology]

B. Global Business Environment
   [BUS 502 Global Business Environment]

Graduate Component

A. Accounting for Managers
   [BUS 500 Accounting for Managers]

B. Managerial Finance
   [BUS 505 Finance]

C. Marketing
   [BUS 506 Marketing]

D. Operations Management
   [BUS 520 Operations Management]

E. Project Management and Applications
   [BUS 530 Project Management Principles and Applications]

F. Leadership
   [BUS 552 Leadership]

G. **Policy and Strategy (Capstone)**
   [BUS 511 Strategy and Policy (capstone)]

H. **9** credits in Business Electives or Concentration (refer to concentration requirements in the Undergraduate Catalog).

Degree-Specific Policies

Programming Language Cap

The College has placed a 9-credit cap on introductory programming language courses in the information technology component, which includes the following languages:

- JAVA
- PYTHON
- Visual Basic
- C
- C++
- C#

No upper-level credit is awarded for coursework in introductory computer languages.

Credit for Vendor Examinations

Excelsior College awards credit for certain examinations from vendors/professional organizations such as Cisco, CompTIA, (ISC)², Microsoft, and the Project Management Institute. Subject to faculty approval, you may apply up to 21 credits from vendor certification examinations toward the Information Technology Component of your degree; additional credits from such examinations may apply toward the Free Elective Component. Please contact an academic advisor about the possibility of receiving college-level credit toward your degree requirements.

Time Limit on Courses and Exams

Due to the rapidly changing nature of technology, Excelsior College has established a time-related restriction on the application of credits applied to the Information Technology Component of the Bachelor of Science in Information Technology. To meet this requirement, relevant coursework must have been completed more recently than 5 years prior to entrance into the Bachelor of Science in Information Technology degree program. Please note that course content in these areas is subject to faculty approval. The time limit may be appealed by completing an appeal form which verifies appropriate and current professional and/or academic experience.

Time Limit for Degree Completion

Excelsior College degree programs are designed, within limits, to be completed at a student's own pace. However, students must make continuous progress toward their academic goals. Students will be dismissed if they do not complete the Bachelor of Science in Information Technology at the conclusion of 7 years from their entrance into the program. Students may seek an extension of the time limit by completing an appeal form, which will outline a plan for completion. Students must submit this appeal no less than one trimester before reaching the 7-year degree completion time limit.

Course Materials Policy

The faculty requires that students submit course materials for all math, science, and technology component courses taken outside of Excelsior College after enrollment in the program. Course materials should include graded homework, quizzes, tests, lab reports, papers, and other student work as appropriate. Course outlines/syllabi should be included as well. This material is required for curriculum review and accreditation purposes. Once we have received your transcript indicating completion of a course and the corresponding student work materials, credit for the course will be added to your evaluation.

Policies Specific to the MBA

The Excelsior College Student Policy Handbook is your resource for understanding the academic and administrative policies that are important to your academic success. It includes a wide range of information from important federal policies, including your right to privacy, to grading policies and policies and procedures concerning refunds, withdrawals, and other administrative issues. It is your responsibility to be familiar with these policies.

Policies and procedures that apply specifically to the MBA program are listed on the following pages. File your handbook with this program catalog and your other important academic papers for easy reference.

Admissions Policy

Students with a bachelor's degree from an accredited institution may be admitted into the Excelsior College MBA program. Students who have completed an undergraduate degree program outside the U.S. are required to submit transcripts of undergraduate and graduate work to Education Credential Evaluators Inc. (ECE). Evaluators will review your undergraduate degree program to verify that it is the equivalent to a bachelor's-level degree in the United States. Students choosing to work with ECE should request that a Course by Course Report, indicating the completion of their bachelor's degree, be conducted and forwarded to

Excelsior College. In addition, any graduate courses submitted for transfer require a Subject Analysis Report. More information about ECE is available on its website at ece.org/excelsior.

The GMAT is not required.

Application Process

You are required to apply for admission into the Excelsior College MBA program. Visit our website to apply. Please submit an official college transcript verifying completion of a baccalaureate degree along with official transcripts of any graduate-level study you wish to be considered for transfer toward the MBA requirements. Upon review of the transcripts and application, if qualified, you will receive an admittance letter.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within 10 years of the date of enrollment may be used to satisfy the requirements of the MBA program if approved by Excelsior College faculty. Students may transfer up to 24 credits. Excelsior College will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior College does not use pluses or minuses, so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the college/department/faculty member issuing the P grade must verify that it is equivalent to a B- or better. Waivers for foundation courses will apply toward the 24 credits allowed in transfer.

Maximum Time to Complete the MBA Program

Students pursing the MBA have a maximum of 10 years from the date of enrollment to complete the program.

Grade Point Average

Excelsior College requires an overall 3.0 cumulative GPA for completion of the MBA. Refer to the Student Policy Handbook for complete information.

BACHELOR OF SCIENCE IN **INFORMATION TECHNOLOGY** TO MASTER OF SCIENCE IN **CYBERSECURITY** DUAL DEGREE TRACK

144 CREDITS

GENERAL EDUCATION AND ADDITIONAL REQUIREMENTS

Refer to chart on page 40 of the Undergraduate Catalog for an overview of general education and distribution requirements for all bachelor's degree programs.

BUS 323 Business Ethics

UNDERGRADUATE DEGREE-SPECIFIC REQUIREMENTS

Calculus I, Statistics and Probability, Quantitative Method, Finite Math, or Mathematical Logic

Discrete Math	IT 371 Web Design and Development
IT 210 Object Oriented Programming	IT 375 Human-computer Integration
IT 321 Computer Systems Architecture	IT 380 Overview of Computer Security
IT 360 Operating Systems	IT 390 Project Management
IT 370 Database Concepts	IT 460 System Administration
IT 250 Data Communications and Networking	

Undergraduate Level Concentration (Choose 21 credits, 9 upper level)
Cybersecurity Technology, Network Operations, or No Concentration

IT 495 Integrated Technology Assessment Capstone
The Capstone course must be taken at Excelsior College and cannot be transferred in.

BRIDGE REQUIREMENTS

BUS 530 Project Management Principles and Applications

CYS 500 Foundations of Cybersecurity

GRADUATE REQUIREMENTS

GRADUATE CYBERSECURITY REQUIREMENTS

- CYS 504 Network and Communication Security
- CYS 541 Ethics, Legal, and Compliance Issues in Cybersecurity
- CYS 550 Leadership and Communications in Cybersecurity
- CYS 560 Information Assurance

CONCENTRATION REQUIREMENTS

One of the following concentrations must be declared.

- General
- Information Assurance

CYS 596 Capstone Project in Cybersecurity
The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

The Bachelor of Science in Information Technology to Master of Science in Cybersecurity dual degree track requires a total of 144 credits. The total amount of credits earned will vary depending on the concentration selected and the selection of graduate courses applied to baccalaureate concentration requirements. Students achieve graduate status by completing 60 credits in the arts and sciences component, 48 credits in the information technology component, and 6 credits in the additional credit component. The graduate phase requires a total of 30 graduate credits, including the bridge component and the graduate course component. Students receive the baccalaureate and graduate degrees after completion of the dual degree program in its entirety.

Of the total 120 credits for the Bachelor of Science in Information Technology, 15 must be earned at the upper level in the technology component.

This degree program is designed to provide a streamlined path for learners to obtain a solid foundation for a graduate degree in cybersecurity. The dual degree track is designed with a bridge component that enables learners to transition to the graduate degree program in cybersecurity. The dual degree track provides avenues for learners to leverage their knowledge and skills to pursue advanced career positions in cybersecurity through an effective and structured course plan.

Specialized Accreditation/Recognition: *The Bachelor of Science in Information Technology is accredited by the Computing Accreditation Commission of ABET,* www.abet.org. *ABET is a specialized accrediting agency recognized by the Council for Higher Education Accreditation (CHEA).*

Program Educational Objectives

As an Excelsior College bachelor's-level information technology graduate, within a few years of graduation, you are expected to:

1. Apply general and discipline-specific concepts and methodologies to identify, analyze, and solve technical problems in the information technology discipline.
2. Demonstrate an individual desire and commitment to remain technically current with, and adaptive to, changing technologies through continuous learning and self-improvement.
3. Demonstrate independent thinking, function effectively in team-oriented settings, and maintain a high level of performance in a professional/industrial environment.
4. Communicate effectively in a professional/industrial environment.
5. Perform ethically and professionally in business, industry, and society.
6. Demonstrate and utilize leadership principles in the field of information technology.

Program (Student) Outcomes

Upon successful completion of the Excelsior College Bachelor of Science in Information Technology program, the graduate will be able to:

1. Analyze a complex computing problem and to apply principles of computing and other relevant disciplines to identify solutions.
2. Design, implement, and evaluate a computing-based solution to meet a given set of computing requirements in the context of the program's discipline.
3. Communicate effectively in a variety of professional contexts.
4. Recognize professional responsibilities and make informed judgements in computing practice based on legal and ethical principles.
5. Function effectively as a member or leader of a team engaged in activities appropriate to the program's discipline.
6. Identify and analyze user needs and to take them into account in the selection, creation, integration, evaluation, and administration of computing based systems.
7. Demonstrate expertise in the core information technologies, including human-computer

interaction, information management, programming, web systems and technologies, networking, system administration and maintenance, and system integration and architecture.

8. Demonstrate a commitment to professional development and to continue to engage lifelong learning.
9. Apply knowledge of computing and mathematics for problem solving in the field of information technology.
10. Demonstrate the ability to apply the appropriate tools and techniques to protect organizational data assets in an ethically responsible manner.
11. Demonstrate the ability to apply best practices and standards for information technology applications.
12. Demonstrate the ability to identify and analyze the local and global impacts of computing solutions on individuals, organizations, and society.

Upon successful completion of the Excelsior College Master of Science in Cybersecurity program, the graduate will be able to:

1. Continuously monitor, maintain, and enhance the protection of enterprise-wide information assets through effective industry accepted information management and risk management techniques.
2. Detect, analyze, and respond to cyber-attacks on networks and computer systems.
3. Conduct risk and vulnerability assessments of existing and proposed information systems.
4. Utilize the best sources of information available related to cyber security issues, threats, and recovery.
5. Demonstrate the ability to understand professional, ethical, and social responsibility, including the effect of culture, diversity, and interpersonal relations.
6. Demonstrate proficiency in communicating technical information in formal reports, documentation, and oral presentations to users and information technology professionals.
7. Demonstrate a commitment to professional development and to continue to engage in lifelong learning.

Dual Degree Track Requirements

Arts and Sciences Component (60 credits)

A. **Humanities and Social Sciences**
At least 24 credits must be earned in the humanities and social sciences and are distributed as follows:

1. Communications
At least 9 credits must be earned in communications courses, including 6 credits to satisfy the written English requirement [**ENGx111 English Composition, ENG 101 English Composition, ENG 102 Composition II, ENG 201 Writing for the Professions**]. Courses in speech, technical writing, or similar courses in either written or oral communications are applicable toward the communications requirements.
2. Ethics
At least 3 credits must be earned in ethics [**BUS 323 Business Ethics**].
3. Humanities Electives
At least 3 credits must be earned in humanities electives. Humanities subjects include, but are not limited to, advanced writing, literature, foreign languages, religion, philosophy, art, and music.
4. Social Sciences/History
At least 9 credits must be earned in such subjects as sociology, economics, history, psychology, and anthropology.

B. **Natural Sciences/Mathematics**
At least 12 credits must be earned in natural sciences/mathematics and include 3 credits in a natural science, a course in discrete mathematics [**TECH 205 Discrete Structures**], and one course from the following list:

1. Calculus I
[**TECH 201 Foundations of Technology Problem Solving I**]
2. Statistics and Probability
[**BUS 233 Business Statistics, MAT 201 Statistics**]
3. Quantitative Methods
[**BUS 431 Business Data Analysis**]

4. Finite Math
5. Mathematical Logic
   Sample natural sciences subjects include biology, chemistry, geology, physics, and genetics.

C. **Arts and Sciences Electives**
   At least 24 additional credits in any arts and sciences areas must be completed.

Information Technology Component (48 credits)

The Bachelor of Science in Information Technology requires a grade of C or better for applicable credit, and a minimum of 48 credits in the area of information technology distributed as follows:

A. **IT Core Requirements**
   The following core requirements must be met:

1. Object-Oriented Programming
   [IT 210 Object Oriented Programming]
2. Data Communications and Networking
   [IT 250 Business Data Communications]
3. Computer Systems Architecture
   [IT 321 Computer Systems Architecture]
4. Operating Systems
   [IT 360 Operating Systems]
5. Database Concepts
   [IT 370 Database Management Systems]
6. Web Design and Development
   [IT 371 Web Design and Development]
7. Human-Computer Interaction
   [IT 375 Human-Computer Interactive Design]
8. Overview of Computer Security
   [IT 380 Overview of Computer Security]
9. Project Management
   [IT 390 Project Management]
10. System Administration
    [IT 460 System Administration]
11. Integrated Technology Assessment Capstone **[IT 495 Integrated Technology Assessment (capstone)**—The capstone course is required and must be taken through Excelsior College. It cannot be transferred in.]

B. **Concentration Requirements**
   A concentration must be declared. A minimum of 15 credits is required for each concentration (refer to concentration requirements in the Undergraduate Catalog).

C. **Approved IT Electives**

D. **Level Requirement**
   Of the 48 credits required for the information technology component, at least 15 must be upper-level. No upper-level credit is awarded for introductory coursework in computer languages.

A course is generally considered upper level if it is offered at the junior or senior level and clearly is not introductory in content. Courses taken at two-year institutions may not be used to satisfy upper-level requirements. The acceptance of coursework for credit toward the upper-level requirement is subject to faculty review.

Free Elective Component (6 credits)

A. **Information Literacy**
   A minimum of 1 credit must be earned in information literacy. See the information literacy requirement explanation in the Undergraduate Catalog for more information.

B. **Other College-Level Credit**
   A minimum of 5 (determined by concentration) credits must be earned in other college-level credit. This essentially is an elective area that can be fulfilled with additional arts and sciences credits or applied professional credits.

continued on next page

Graduate Phase
(Total graduate credits: 30)

Bridge Component

A grade of "B" or higher is required.

- Project Management
  [BUS 530 Project Management Principles and Applications]
- Foundations of Cybersecurity
  [CYS 500 Foundations of Cybersecurity]

Graduate Component

A. Communications and Network Security
   [CYS 504 Network and Communication Security]
B. Ethics, Legal, and Compliance Issues in Cybersecurity
   [CYS 541 Ethics, Legal, and Compliance Issues in Cybersecurity]
C. Leadership and Comunications in Cybersecurity
   [CYS 550 Leadership and Communications in Cybersecurity]
D. Information Assurance
   [CYS 560 Information Assurance]
E. 9 credits in concentration
   [refer to the concentration requirements on page 28.]
F. Capstone Project in Cybersecurity
   [CYS 596 Capstone Project in Cybersecurity]
   The capstone course is required and must be taken through Excelsior College. It cannot be transferred in.

Degree-Specific Policies

Programming Language Cap

The College has placed a 9-credit cap on introductory programming language courses in the information technology component, which includes the following languages:

- JAVA
- PYTHON
- Visual Basic
- C
- C++
- C#

No upper-level credit is awarded for coursework in introductory computer languages.

Credit for Vendor Examinations

Excelsior College awards credit for certain examinations from vendors/professional organizations such as Cisco, CompTIA, (ISC)², Microsoft, and the Project Management Institute. Subject to faculty approval, you may apply up to 21 credits from vendor certification examinations toward the Information Technology Component of your degree; additional credits from such examinations may apply toward the Free Elective Component. Please contact an academic advisor about the possibility of receiving college-level credit toward your degree requirements.

Time Limit on Courses and Exams

Due to the rapidly changing nature of technology, Excelsior College has established a time-related restriction on the application of credits applied to the Information Technology Component of the Bachelor of Science in Information Technology. To meet this requirement, relevant coursework must have been completed more recently than 5 years prior to entrance into the Bachelor of

Science in Information Technology degree program. Please note that course content in these areas is subject to faculty approval. The time limit may be appealed by completing an appeal form which verifies appropriate and current professional and/or academic experience.

Time Limit for Degree Completion

Excelsior College degree programs are designed, within limits, to be completed at a student's own pace. However, students must make continuous progress toward their academic goals. Students will be dismissed if they do not complete the Bachelor of Science in Information Technology at the conclusion of 7 years from their entrance into the program. Students may seek an extension of the time limit by completing an appeal form, which will outline a plan for completion. Students must submit this appeal no less than one trimester before reaching the 7-year degree completion time limit.

Please refer to page 28 for degree-specific policies for the MS in Cybersecurity.

Course Materials Policy

The faculty requires that students submit course materials for all math, science, and technology component courses taken outside of Excelsior College after enrollment in the program. Course materials should include graded homework, quizzes, tests, lab reports, papers, and other student work as appropriate. Course outlines/syllabi should be included as well. This material is required for curriculum review and accreditation purposes. Once we have received your transcript indicating completion of a course and the corresponding student work materials, credit for the course will be added to your evaluation.

TECH

BUS

BACHELOR OF SCIENCE IN **NUCLEAR ENGINEERING TECHNOLOGY** TO **MASTER OF BUSINESS ADMINISTRATION** DUAL DEGREE TRACK

154 CREDITS

GENERAL EDUCATION AND ADDITIONAL REQUIREMENTS

Refer to chart on page 40 of the Undergraduate Catalog for an overview of general education and distribution requirements for all bachelor's degree programs.

BUS 323 Business Ethics

UNDERGRADUATE DEGREE-SPECIFIC REQUIREMENTS

BUS 311 Organizational Behavior	Computer Applications
Economics	Fundamentals of Reactor Safety
12 credits in Math at the level of College algebra or above	Material Science
Physics I and II with at least one lab	Health Physics/Radiation Protection
Chemistry with lab	Radiation Measurement Lab
Atomic Physics	Plant Systems Overview
Nuclear Physics	Reactor Core Fundamentals
Thermodynamics	Fluids
Electrical Theory	Heat Transfer

Undergraduate-Level Concentration (Choose 21 credits, 9 upper level)
Nuclear Cybersecurity, Nuclear Leadership, or No Concentration

NUC 495 Integrated Technology Assessment Capstone
The Capstone course must be taken at Excelsior College and cannot be transferred in.

BRIDGE REQUIREMENTS

BUS 502 Global Business Environment

BUS 570 Information Technology

GRADUATE REQUIREMENTS

GRADUATE BUSINESS REQUIREMENTS

- BUS 500 Accounting for Managers
- BUS 505 Finance
- BUS 506 Marketing
- BUS 520 Operations Management
- BUS 552 Leadership
- BUS 530 Project Management Principles and Application

GRADUATE ELECTIVES OR OPTIONAL CONCENTRATION

Choose one of the following concentrations: Accounting, Health Care Management, Human Resource Management, Leadership, or No concentration

BUS 511 Strategy and Policy Capstone
The Capstone course must be taken at Excelsior College and cannot be transferred in.

Program Description

This dual degree track program allows students to complete the bachelor's degree component to meet Bachelor of Science in Nuclear Engineering Technology requirements and then move forward to completion of the MBA. The program is framed to increase academic understanding of nuclear engineering technology topics, improve career prospects, and expand individual horizons. Students can capitalize upon their existing work-based knowledge while engaging in a process of reflective learning. This program will equip students to further their careers through enhanced knowledge, understanding, and application to the nuclear engineering and business environments.

Of the total 124 credits for the Bachelor of Science in Nuclear Engineering Technology, 16 must be earned at the upper level in the technology component.

A 6-credit bridge component consisting of subjects in business communications and global business environment completes the bachelor's degree with the student then achieving graduate status. The student is then eligible to move on to complete the graduate course component consisting of subjects such as accounting for managers, human resources management, operations management, leadership, and change management.

Specialized Accreditation/Recognition: The Bachelor of Science in Nuclear Engineering Technology is accredited by the Engineering Technology Accreditation Commission of ABET, www.abet.org. ABET is a specialized accrediting agency recognized by the Council for Higher Education Accreditation (CHEA). The Master of Business Administration is accredited by the International Accreditation Council for Business Education (IACBE), 11374 Strang Line Rd., Lenexa, KS 66215.

Program Educational Outcomes

As an Excelsior College baccalaureate-level nuclear engineering technology graduate you will be able to:

1. Apply general and discipline-specific concepts and methodologies to identify, analyze, and solve technical problems in the nuclear discipline, including understanding and addressing the societal and institutional issues related to nuclear technology.
2. Demonstrate an individual desire and commitment to remain technically current with, and adaptive to, changing technologies through continuous learning and self-improvement.
3. Demonstrate independent thinking, function effectively in team-oriented settings, and maintain a high level of performance in a professional/industrial environment.
4. Communicate effectively in a professional/industrial environment, including communicating effectively to stakeholders external to the nuclear industry.
5. Perform ethically and professionally in business, industry, and society.
6. Demonstrate and utilize leadership principles in the field of nuclear engineering technology.

Program (Student) Outcomes

We expect the graduate of an Excelsior College baccalaureate program in nuclear engineering technology will be able to:

1. Select and apply appropriate knowledge, techniques, skills, and modern tools of the natural sciences, including physics, chemistry, thermodynamics, atomic physics, and nuclear physics to solving problems in nuclear engineering technology areas.
2. Demonstrate the ability to understand, measure, and provide quantitative expressions for natural phenomena, including observation, standard tests, experimentation, and accurate measurement.
3. Select and apply appropriate knowledge, techniques, skills, and modern tools of algebra, trigonometry, and calculus to solving problems in nuclear engineering technology areas.
4. Make oral technical presentations in Standard English using graphics and language appropriate to the audience.
5. Demonstrate proficiency in the written and graphical communication of technical information supported by appropriate technical references using Standard English.

6. Demonstrate a working knowledge of computer applications or documentation of the use of one or more computer software packages for technical problem solving appropriate to the nuclear engineering technology discipline.
7. Demonstrate technical competency in the electrical theory, nuclear and engineering materials, reactor core fundamentals, power plant systems, heat transfer, fluids, health physics/radiation protection, and radiation measurement.
8. Demonstrate comprehension of currently applicable rules and regulations in the areas of radiation protection, operations, maintenance, quality control, quality assurance, and safety.
9. Integrate and apply knowledge of the functional areas of nuclear engineering technology to the safe operation and maintenance of nuclear systems.
10. Design systems, components, or processes while demonstrating a commitment to quality, timeliness, and continuous improvement of the design and operation of nuclear systems.
11. Participate effectively as a member or a leader of technical teams.
12. Demonstrate an understanding of and commitment to professional, ethical, and social responsibilities, including the effects of culture, diversity, and interpersonal relations.
13. Demonstrate a commitment and ability to engage in self-directed continuing professional development.

The Excelsior College MBA program is framed within a work-related global business setting to increase academic understanding of business topics, improve career prospects, and expand individual horizons. Students can capitalize upon their existing work-based knowledge while engaging in a process of reflective learning. This program will equip successful students to further their careers through enhanced knowledge, understanding, and application to the business environment.

Upon successful completion of the Excelsior College Master in Business Administration program, the graduate will be able to:

- Prepare and deliver effective written and oral communications to shape organizational culture, resolve conflict, and relay information to diverse audiences.
- Apply quantitative and qualitative business analysis techniques to solve problems and support management and strategic level decisions.
- Demonstrate transformational leadership skills through the ability to set direction and work with multiple constituencies with divergent needs including ethical obligations and social responsibility.
- Develop an action plan to continuously improve and update one's knowledge and skills in strategic leadership.
- Recognize problems in business settings and propose solutions with a team of colleagues.
- Analyze complexity, interdependency, change and opportunities for organizations, including setting direction, aligning and motivating employees.
- Appraise risk and develop entrepreneurial solutions for sustainable innovation that delivers economic and social value.
- Evaluate how global environments impact changing business practice.
- Analyze cultural differences and how these differences affect best practices in management.
- Integrate empirical research and management theories for the purpose of strategic planning for profitability, including times of economic recession.

Dual Degree Track Requirements

Arts and Sciences Component (60 credits)

This distribution requirement ensures basic college-level competence in three arts and sciences areas: humanities, social sciences/history, and natural sciences/mathematics.

A. **Humanities and Social Sciences**
At least 24 credits must be earned in the humanities and social sciences and are distributed as follows:

1. Communications
   At least 9 credits must be earned in communications courses, including 6 credits to satisfy the written English requirement [**ENGx111 English Composition, ENG 101 English Composition, ENG 102 Composition II, ENG 201 Writing for the Professions, TECH 200 Technical Writing**]. Courses in speech, written composition, technical writing, or similar courses in either written or oral communications are applicable toward the communications requirement.
2. Ethics
   At least 3 credits must be earned in ethics [**BUS 323 Business Ethics**].
3. Humanities Elective
   At least 3 credits must be earned in a humanities elective. Humanities subjects include, but are not limited to, advanced writing, literature, foreign languages, religion, philosophy, art, and music.
4. Social Sciences/History
5. A minimum of 3 credits must be earned in Economics [**ECON 360 International Economics**] and 3 credits in Organizational Behavior [**BUS 311 Orgazational Behavior**]. These serve as MBA foundation requirements and must be completed with an upper-level course with a grade of B or better, and 3 credits must be earned in such subjects as sociology, economics, history, psychology, and anthropology.

B. **Mathematics and Natural Sciences**
Students are required to complete at least 26 semester hours of credit in the combined areas of mathematics and natural sciences, with at least 12 credit hours in math at the level of college algebra or above, including Calculus I and II [**TECH 201–202 Foundations of Technology Problem Solving I and II**].

There is no minimum credit hour requirement for natural sciences. Rather, students must complete specific required courses in the natural sciences:

1. Chemistry (with lab)
   [**CHE 101L General Chemistry Laboratory I**]
2. Physics I and II
   (with at least one physics lab) [**PHYS 201, 203 Physics I and II, PHYS 202, 204 Physics Laboratory I and II**]
3. Atomic Physics
   [**NUC 240 Atomic and Nuclear Physics**]
   (also satisfies *Nuclear Physics*)
4. Nuclear Physics
   [**NUC 240 Atomic and Nuclear Physics**]
   (also satisfies *Atomic Physics*)
5. Thermodynamics
   [**NUC 245 Thermodynamics**]

C. **Arts and Sciences Electives**
The 10 credits in Arts and Sciences Electives must include **BUS 431 Business Data Analysis**. This serves as an MBA foundation requirement and must be completed with an upper-level course with a grade of B or better.

Nuclear Engineering Technology Component (48 credits)

A. **Core Requirement**
The nuclear engineering technology component ensures basic college-level competence in the major functional areas of nuclear engineering technology. A grade of C or better is required for applicable credit.

The following core requirements must be completed:

1. Electrical Theory
   [**ELEC 152–153 Circuit Theory I and II**]
   (both courses must be completed), or
   [**NUC 255 Electrical Theory**]
2. Computer Applications
   [**IT 221 Introduction to Computers**]
3. Fundamentals of Reactor Safety
   [**NUC 271 Fundamentals of Reactor Safety**]
4. Material Science
   [**NUC 323 Material Science**]
5. Health Physics/Radiation Protection
   [**NUC 210 Health Physics and Radiation Protection**]

6. Radiation Measurement Lab
   [**NUC 211 Radiation Measurement Lab**]
7. Radiation Measurement Lab
   [**NUC 211 Radiation Measurement Lab**]
8. Plant Systems Overview
   [**NUC 350 Plant Systems Overview**]
9. Reactor Core Fundamentals
   [**NUC 330 Reactor Core Fundamentals**]
10. Fluids
    [**NUC 250 Introduction to Heat Transfer and Fluid Mechanics**]
    (also satisfies *Heat Transfer*)
11. Heat Transfer
    [**NUC 250 Introduction to Heat Transfer and Fluid Mechanics**] (also satisfies *Fluids*)
12. Integrated Technology Assessment (capstone) [**NUC 495 Integrated Technology Assessment**]—The capstone course is required and must be taken through Excelsior College. It cannot be transferred in.]

B. **Nuclear Engineering Technology Electives**
You may apply electives from nuclear and related subject areas toward completion of the 48-credit requirement of the technology component. Sample titles include Instruments and Controls, Reactor Safety, Quality Assurance Regulations, Radiation Biology, Radiochemistry, Radiation Waste Processing, and others, as approved. Be sure to contact your academic advisor for approval before registering for courses.

C. **Laboratory Requirement**
Your bachelor's degree program must include a minimum of five laboratories. Three of these must be in physics, chemistry, and radiation measurement. The remaining two may be in the natural sciences or in nuclear engineering technology subjects.

D. **Level Requirement**
Of the 48 credits required for the nuclear engineering technology component, at least 16 must be upper level. A course is generally considered upper level if it is offered at the junior or senior level and is clearly not introductory in content. Courses taken at two-year institutions cannot be used to satisfy upper-level requirements. Upper-level credit is not given for Navy Enlisted Ratings or military service school courses with the exception of those offered by the Navy Nuclear Power School. The acceptance of courses toward the upper-level requirement is subject to faculty review.

Concentration or Free Elective Component (10 credits)

One of the following concentrations must be declared. See below for specific requirements for each Nuclear Engineering Technology concentration. The number of credits applied toward the Concentration or Free Elective Component depends on the concentration chosen.

- **General Concentration**
- **Nuclear Cybersecurity**
- **Nuclear Leadership**

GENERAL CONCENTRATION

The General concentration allows room for up to 10 credits in free electives. These credits may be earned in any field of college study, including professional or technical subjects as well as in the arts and sciences. A maximum of 2 credits in physical education activity courses may be applied to the degree.

- **Information Literacy Requirement**
  Applied to this component is 1 credit for Excelsior College's information literacy requirement [**INL 102 Information Literacy**]. See the information literacy requirement explanation in the Undergraduate Catalog for more information.
- **Marketing Requirement**
  [**BUS 351 Marketing Concepts and Applications**]

NUCLEAR CYBERSECURITY

With the rising number of cybersecurity threats on our nation's infrastructure, the Cybersecurity Technology concentration is designed to enable

students to earn a bachelor's degree that focuses on cybersecurity within the nuclear industry. The concentration emphasizes the concepts associated with governance, legal, and compliance of cybersecurity pertaining to the nuclear industry. With completion of this degree, students will gain foundational knowledge of cybersecurity, the impacts of cyber-attacks on nuclear facilities, and preparing them for cybersecurity positions in the nuclear industry. The cybersecurity concentration will prepare students for a variety of positions in engineering technology and security.

Upon successful completion of the Bachelor of Science in Nuclear Engineering Technology with a Cybersecurity concentration, the student will be able to:

1. Assess security risk and vulnerability of existing and proposed information systems in the nuclear industry.
2. Explain incident response handling, incident coordination, and ethical and legal issues.
3. Assess the effect of cyber-attacks in the nuclear industry and the impact on nuclear facilities.
4. Utilize the best sources of information available related to cybersecurity issues, threats, and recovery.

Concentration Requirements (13 credits)

Some requirements listed below will apply toward the technical electives in the Nuclear Engineering Technology Component.

- Computer Security
  [IT 380 Overview of Computer Security]
- Governance, Legal, and Compliance
  [CYS 260 Governance, Legal, and Compliance]
- Cybersecurity Defense
  [CYS 350 Cybersecurity Defense in Depth for the Nuclear Industry]
- Business Continuity
  [CYS 455 Business Continuity]
- Cybersecurity Investigation
  [CYS 465 Cybersecurity Investigation and Case Studies]
- **Information Literacy Requirement**
  Applied to this component is 1 credit for Excelsior College's information literacy requirement **[INL 102 Information Literacy]**. See the information literacy requirement explanation in the Undergraduate Catalog for more information.
- **Marketing Requirement**
  [BUS 351 Marketing Concepts and Applications]

NUCLEAR LEADERSHIP

The Nuclear Leadership concentration emphasizes leadership topics such as business leadership, organizational behavior, change management, leadership communications, and leadership courage/risk management. The nuclear leadership concentration will prepare students for a variety of leadership positions in the nuclear industry.

Upon successful completion of the Excelsior College Bachelor of Science in Nuclear Engineering Technology with a Nuclear Leadership concentration, the student will be able to:

1. Apply strategies in effective leadership, diverse work environments, and resolving conflicts.
2. Demonstrate an understanding of ethical and unethical leadership behaviors in regard to the nuclear industry.
3. Explain the roles of leaders in leading change, risk management, and communicating effectively in the nuclear industry.
4. Summarize leadership challenges in the nuclear industry including risk management perspectives.
5. Integrate leadership theories to improve an organization's behaviors and organizational standards in support of management priorities.

Concentration Requirements (13 credits)

Some requirements listed below will apply toward the technical electives in the Arts and Sciences Component.

- Organizational Behavior
  [BUS 311 Organizational Behavior]

- Business Leadership
  [BUS 452 Business Leadership]
- **[NUC 280 Leading Change in the Nuclear Industry]**
- **[NUC 285 Leadership Communication in the Nuclear Industry]**
- **[NUC 360 Nuclear Leadership—Leadership Courage/Risk Management]**
- **Information Literacy Requirement**
  Applied to this component is 1 credit for Excelsior College's information literacy requirement **[INL 102 Information Literacy]**. See the information literacy requirement explanation in the Undergraduate Catalog for more information.
- **Marketing Requirement**
  [BUS 351 Marketing Concepts and Applications]

Bridge Component (6 credits)

- Global Business Environment
  [BUS 502 Global Business Environment]
- Information Technology
  [BUS 570 Information Technology]

Graduate Component (36 credits)

- Accounting for Managers
  [BUS 500 Accounting for Managers]
- Managerial Finance
  [BUS 505 Finance]
- Marketing
  [BUS 506 Marketing]
- Operations Management
  [BUS 520 Operations Management]
- Project Management and Applications
  [BUS 530 Project Management Principles and Applications]
- Leadership
  [BUS 552 Leadership]
- Strategy and Policy (capstone)
  [BUS 511 Strategy and Policy] (capstone)
  The capstone course is required and must be taken through Excelsior College.
- 9 credits in Business Electives or Concentration (refer to page 13 for concentration requirements).

Degree-Specific Policies

Policies and procedures that apply specifically to the Bachelor of Science in Nuclear Engineering Technology follow. Refer to your Student Policy Handbook for academic and administrative policies that apply to all students and programs.

Time Limit on Courses and Exams

Due to the rapidly changing nature of technology, Excelsior College has established a time-related restriction on the application of certain subject areas meeting requirements in the Bachelor of Science in Nuclear Engineering Technology. The following subject areas must have been completed more recently than 10 years prior to entrance into the Bachelor of Science in Nuclear Engineering Technology degree program: calculus I, calculus II, natural science, computers, nuclear engineering technology, and electrical/electronics (except DC and AC Circuits). Please note that course content in these areas is subject to faculty approval. The time limit may be appealed with verification of relevant and current coursework or continuous employment in the nuclear industry (Navy, Government, or Commercial).

Navy personnel who are currently active in the nuclear field may be exempt from submitting the Time Limit Appeal if their current Joint Services Transcript lists any of the following ratings: Electrician's Mate, Nuclear Power—EMN, Electronics Technician, Nuclear Power—ETN, or Machinist's Mate, Nuclear Power—MMN. The Time Limit Appeal will be waived for credit earned from Navy Nuclear Power School, Prototype School, and other related military training. Any other credit will require an appeal per the policy stated above.

Time Limit for Degree Completion

Excelsior College degree programs are designed, within limits, to be completed at a student's own pace. However, students must make continuous progress toward their

academic goals. Students will be dismissed if they do not complete the Bachelor of Science in Nuclear Engineering Technology at the conclusion of 10 years from their entrance into the program. Students may seek an extension of the time limit by completing an appeal form, which will outline a plan for completion. Students must submit this appeal no less than one trimester before reaching the 10-year degree completion time limit.

Course Materials Policy

The faculty requires that students submit course materials for all math, science, and technology component courses taken outside of Excelsior College after enrollment in the program. Course materials should include graded homework, quizzes, tests, lab reports, papers, and other student work as appropriate. Course outlines/syllabi should be included as well. This material is required for curriculum review and accreditation purposes. Once we have received your transcript indicating completion of a course and the corresponding student work materials, credit for the course will be added to your evaluation.

Policies Specific to the MBA

The Excelsior College Student Policy Handbook is your resource for understanding the academic and administrative policies that are important to your academic success. It includes a wide range of information from important federal policies, including your right to privacy, to grading policies and policies and procedures concerning refunds, withdrawals, and other administrative issues. It is your responsibility to be familiar with these policies.

Policies and procedures that apply specifically to the MBA program are listed on the following pages. File your handbook with this program catalog and your other important academic papers for easy reference.

Admissions Policy

Students with a bachelor's degree from an accredited institution may be admitted into the Excelsior College MBA program. Students who have completed an undergraduate degree program outside the U.S. are required to submit transcripts of undergraduate and graduate work to Education Credential Evaluators Inc. (ECE). Evaluators will review your undergraduate degree program to verify that it is the equivalent to a bachelor's-level degree in the United States. Students choosing to work with ECE should request that a Course by Course Report, indicating the completion of their bachelor's degree, be conducted and forwarded to Excelsior College. In addition, any graduate courses submitted for transfer require a Subject Analysis Report. More information about ECE is available on its website at ece.org/excelsior.

The GMAT is not required.

Application Process

You are required to apply for admission into the Excelsior College MBA program. Visit our website at excelsior.edu/apply. Please submit an official college transcript verifying completion of a baccalaureate degree along with official transcripts of any graduate-level study you wish to be considered for transfer toward the MBA requirements. Upon review of the transcripts and application, if qualified, you will receive an admittance letter.

Acceptance of Transfer Credit

Graduate-level coursework that has been completed within 10 years of the date of enrollment may be used to satisfy the requirements of the MBA program if approved by Excelsior College faculty. Students may transfer up to 24 credits. Excelsior College will require a minimum grade of B- for any approved graduate course accepted for transfer credit. Excelsior College does not use pluses or minuses,

continued on next page

so such grades will be converted to the full letter grade. To accept a course that is transferring in with a P grade, the college/department/faculty member issuing the P grade must verify that it is equivalent to a B- or better. Waivers for foundation courses will apply toward the 24 credits allowed in transfer.

Maximum Time to Complete the MBA Program

Students pursing the MBA have a maximum of 10 years from the date of enrollment to complete the program.

Grade Point Average

Excelsior College requires an overall 3.0 cumulative GPA for completion of the MBA. Refer to the Student Policy Handbook for complete information.

Credit for the National Registry of Radiation Protection Technologists (NRRPT)[1]

The American Council on Education (ACE) College Credit Recommendation Service recommends the awarding of between 24 and 30 college credits for members accepted to the National Registry of Radiation Protection Technologists (NRRPT) from November 1978 to the present. Excelsior College recognizes the credit recommendations of the ACE College Credit Recommendation Service.

The Excelsior College faculty has reviewed the ACE credit recommendation toward the nuclear engineering technology requirement and will award 6 or 8 upper level credits toward the health physics/radiation protection requirement, depending on when the credit was earned. The remaining credits will be applied toward the nuclear engineering technology electives. Credit will be awarded upon receipt of official documentation from the NRRPT.

Credits from Training Programs Completed at United States Nuclear Power Plants That Are Accredited by the National Academy for Nuclear Training (NANT)[1]

The Excelsior College Nuclear Engineering Technology Faculty evaluated several of the standardized training programs at nuclear power facilities that are accredited by NANT. The 10 utility training programs that have been evaluated for college credit are:

- Shift Technical Advisor
- Senior Reactor Operator
- Reactor Operator
- Non-licensed Operator
- Engineering Support Personnel
- Radiation Protection Technician
- Chemistry Technician
- Electrical Maintenance Technician
- Instrumentation and Controls Technician
- Mechanical Maintenance Technician

[1] Students may earn between 24 and 52 credits, depending on the utility training program completed. Contact a technology academic advisor for details.

Credits from Training Programs Completed at the United States Navy Nuclear Power School and Prototype [1]

The Excelsior College Nuclear Engineering Technology Faculty evaluated several of the standardized training programs at the United States Navy Nuclear Power School and Prototype, and Excelsior College recognizes the credit recommendations of the ACE College Credit Recommendation Service. The standardized training programs that have been evaluated for college credit are:

NUCLEAR FIELD 'A' SCHOOL	
MM, January 2007–present	**12–27 credits**
EM and **ET**, January 2004–present	
NAVY NUCLEAR POWER SCHOOL	
January 2007–present	**32–34 credits**
PROTOTYPE TRAINING	
January 2007–present	**15 credits**

[1] Graduates of the United States Navy Nuclear Power School and Prototype may earn between 59 and 76 credits, depending on the specific training program completed. Contact a technology academic advisor for details.

GRADUATE COURSES AT **EXCELSIOR COLLEGE**

ACC 500 Accounting for Managers 3 credits

This course is intended to help the student understand how to analyze a company's basic financial statements and annual report. By the end of the course, you should be familiar with the four basic financial statements, some of the key accounts on the balance sheet as well as the overall accounting cycle. As a manager, you should be able to effectively analyze a company's financial statements and annual report. Additionally, managers should be able to conclude on a company's profitability, efficiency, liquidity and solvency.

ACC 504 Corporate Financial Reporting and Disclosure 3 credits

The course will cover an in-depth examination of financial report disclosures, with an emphasis on how firms use financial reporting to achieve such ends as managing earnings or keeping debt off of the balance sheet. By the end of the course, students will have an appreciation for what information is missing from the primary financial statements, the knowledge to understand the content of important footnotes, and the tools to conduct financial analyses using the information contained therein.

ACC 505 Financial Statement Analysis 3 credits

Are you interested in following economic and industry trends as it relates to company performance, analyzing financial statements in light of company strategy and external factors, building financial models to value a company and writing investment recommendations? If so, you will find this course interesting and useful. This course starts with an overview of financial reporting and ends with various approaches to valuation including cash flow, earnings, and market based methods. The core of this course is about gathering, analyzing, and using information to make informed decisions. While there is certainly no one set approach to financial statement analysis and valuation, one popular method is to use a top down valuation approach, which is what will be focused on in the course.

ACC 504 Corporate Financial Reporting and Disclosure 3 credits

The course will cover an in depth examination of financial report disclosures, with an emphasis on how firms use financial reporting to achieve such ends as managing earnings or keeping debt off of the balance sheet. By the end of the course, students will have an appreciation for what information is missing from the primary financial statements, the knowledge to understand the content of important footnotes, and the tools to conduct financial analyses using the information contained therein. The course will use a combination of textbook problems, case studies, and most importantly, actual financial report disclosures. The course is geared for students going into public accounting, investment banking, equity research, or consulting.

ACC 515 Accounting for Government and Non-for-Profit organizations 3 credits

This course is designed to provide a comprehensive overview of the accounting, managerial, auditing, fiduciary, financial reporting, and regulatory issues related to Government and Not-for-Profit organizations. It builds on the concepts, principles, and processes shared within BUS 500 Managerial Accounting and ACC 510 Financial Reporting and Disclosure.

ADR 670 Conflict Management and Alternative Dispute Resolution 3 credits

This course provides an introduction to the human resource field of conflict management and alternative dispute resolution through case analyses. You will examine the major causes of conflict, the effects of personality and perception on conflict, and recommended strategies to manage the conflict in organizations. Learn about your own styles for managing conflict and develop competency in interaction with other styles.

Cross-listed with BUS 670

ADR 671 Mediation 3 credits

The ability to work toward a consensus and reduce potential conflicts in a variety of contexts is of utmost importance in today's society. This course provides an overview of mediation processes, based upon conflict resolution theory. You will learn a variety of communication and negotiation skills to settle disputes outside of a courtroom setting. Learn how diversity impacts mediation, and examine the ethical issues faced by mediators and their disputants.

Cross-listed with BUS 671

ADR 672 Arbitration 3 credits

Arbitration has become a popular alternative to traditional litigation, saving the courts time and money. You will examine the role of arbitrator, and apply the arbitration process to case studies. Build upon your dispute resolution skills such as communication, negotiation, and problem solving. Ethical issues, as well as the benefits and limitations of arbitration will be examined.

Cross-listed with BUS 672

BUS 500 Accounting for Managers 3 credits

This course is intended to help the student understand how to analyze a company's basic financial statements and annual report. By the end of the course, you should be familiar with the four basic financial statements, some of the key accounts on the balance sheet as well as the overall accounting cycle. As a manager, you should be able to effectively analyze a company's financial statements and annual report. Additionally, managers should be able to conclude on a company's profitability, efficiency, liquidity and solvency.

BUS 501 Business Communications 3 credits

This course focuses on the development of clear written and oral communication skills. It examines a variety of communication techniques, formats, and processes for sharing organizational information. The course explores the use of audiovisual and electronic media to enhance the quality of presentation and communication.

BUS 502 Global Business Environment 3 credits

This course examines the global business environment and its impact on an organization's business strategy and decision making. It focuses on the complexities and risk/reward assessments that arise due to highly diversified markets, cross cultural issues, globalization, international organizations (WTO, IMF, World Bank, etc.), nongovernmental organizations (NGOs), foreign direct investment, and currency risk challenges.

BUS 503 Quantitative Analysis 3 credits

This course offers a review of the major quantitative techniques required for successful performance in graduate-level quantitative courses. It emphasizes descriptive statistics, inferential statistics, and math models with business applications to analyze management and organizational problems. Topics include measures of central tendency and variation, probability distributions, estimation, hypothesis testing, and linear and multivariate regression and correlation.

BUS 504 Human Resource Management 3 credits

This course will provide students with an understanding of the evolution and roles of human resource management in organizations, as well as an overview of the basic functions of HR management. These functions include: staff planning; recruitment and selection; job analysis and design; performance management; labor relations and laws; training and development; compensation and rewards; HR strategy; strategic, corporate, and HRM objectives; HRM policies, practices and leadership behavior; employee involvement; diverse workforces; the impact of globalization; and HR's role in change management and internal consulting.

BUS 505 Finance 3 credits

What projects should an organization invest in? Where will an organization obtain finance to pay for investments? How will an organization manage day-to-day financial activities such as cash collections and payments? The purpose of this course is to provide students with an overview

of the problems facing financial managers in an uncertain world. It is intended to develop students' critical thinking and problem solving competencies in financial statement analysis, capital structure, and capital budgeting. The course is focused on applying financial theory to analyze real life situations with students placed in the role of a financial manager making decisions in an uncertain environment with an incomplete data set.

BUS 506 Marketing 3 credits

This course presents a systematic framework for understanding marketing management and strategy. It focuses on creating and executing marketing strategies and policies and examines the ethical, legal, social, and environmental issues relevant to the development of sound marketing strategies and policies.

BUS 510 Health Care Policy, Politics, and Power 3 credits

This course examines the critical role of health care leaders in the policy making arena. Students examine the federal policy making process, key issues in health policy, and the roles power and politics play in policy development and implementation. Students explore health care reforms and efforts to respond to disparities in health outcomes for vulnerable populations.

BUS 510 is cross-listed with HSC 510. Students in the business degree should register for the BUS version of this course, and health science degree students should register for the HSC version of this course. Students may not take both versions of the course and have the credit count toward graduation.

BUS 511 (capstone) Strategy and Policy 3 credits

Prerequisite: This course must be taken as the final course in the program, advisor approval required.
MBA capstone course. Integrates previous study and various business disciplines to formulate, analyze, and implement effective business strategy. Students will analyze complex business situations for making strategic decisions under conditions of uncertainty.

BUS 512 Compensation and Benefits 3 credits

This course studies the total rewards provided to employees in return for their contributions to an organization, investigates its strategic and tactical aspects, and examines current issues with compensation and benefits. The principles of modern compensation and benefits are considered from legal, practical, and theoretical perspectives. Students will examine how compensation and benefits can add strategic value by aligning total compensation with organizational goals and investigate the challenges facing organizations operating on a global scale.

BUS 514 Employment Law 3 credits

Each year, the Equal Employment Opportunity Commission (EEOC) reports the number of complaints of harassment and discrimination they received due to protected categories, including: national origin, race/color, sex, genetic information, sexual harassment, age, disability, pregnancy, and retaliation. These complaints were not able to be successfully resolved by employers. This course explores the way legislation directs and regulates the relationship between an employer and employee. Students will examine how legal principles relate to the organizations in which employee's function. In addition, this course will address legal issues in non-for-profits and entrepreneurial firms. Students will also learn how to investigate complaints properly, as well as engage in preventative measures for harassment and discrimination.

BUS 515 Labor Relations and Conflict Management 3 credits

This course explores the complex relationship among management, unions, and employees in the workplace. The course will concentrate on the behavioral and organizational issues that arise in the often-contentious environment of a unionized workplace. Students will study and learn the general nature of labor relations. This will include the historical, legal, and structural environments that have greatly influenced contractual management; the negotiation, administration, and major contents of labor relations documents; struggles

and disputes between labor and management; and the various tools and mechanisms to resolve these conflicts.

BUS 516 Communication Strategy for the Health Care Leader — 3 credits

Highly effective leaders must be excellent communicators; building a communications toolkit is essential. This course equips students with health communication strategies for use with a variety of stakeholders within and outside of the health care system. Students examine a variety of communication contexts, including communication management, intercultural and intergenerational communication, and health campaign messaging. Evolving communication technologies are explored. Students apply what they have learned by developing a communication strategic plan.

BUS 516 is cross-listed with HSC 516. Students in the business degree should register for the BUS version of this course, and health science degree students should register for the HSC version of this course. Students may not take both versions of the course and have the credit count toward graduation.

BUS 517 Employee Staffing and Development — 3 credits

This course covers key principles and practices in staffing and employee development. The course focuses on the interdependence of effective organizational performance with proper staffing, including recruiting and selection functions and proper assessment of personnel and employment training involved in human resource management.

BUS 518 Leading Teams — 3 credits

This course applies concepts, theories, and practices necessary to build, lead, and maintain high performance teams. Students will focus on team dynamics, decision-making, leadership, communication and conflict management in various organizational settings.

BUS 520 Operations Management — 3 credits

This course provides a managerial focus on the fundamental understanding of manufacturing and service operations and their role in the organization, with special emphasis on international dimensions. Topics include, but are not limited to: process flow analysis, inventory management, capacity planning, logistics, facilities location, supply chain management, total quality management, human resource management, technology management and manufacturing and service strategy. The course is integrative, and emphasizes the fit and relationship of operations with other functions of the firm.

BUS 523 Business Ethics for Managers — 3 credits

The focus of this course is on the application of moral philosophy to the social responsibility of business, corporate governance, and business/government relations. The course examines other issues as well, including the rights and obligations of employers and employees; hiring, firing and discrimination; gathering, concealing and gilding information; and issues in dealing with foreign cultures. Students will consider how organizations can be guided toward fulfilling their social responsibilities.

BUS 525 Social Media: Principles, Strategy, and Community Management — 3 credits

This course develops students' understanding of social networking principles, effective engagement, and how to effectively manage online communities. Students engage in evaluating social media writing, developing social branding, creating value-driven content, and understanding basic social media measurement tools. Students analyze corporate social media case studies and apply best practices to real-world environments.

BUS 526 Strategic Management of Health Care Organizations — 3 credits

This course explores theories and principles underlying strategic planning specific to health care environments. Through case study analyses, students learn strategies on how to position health care organizations in order to sustain a competitive advantage in a volatile reimbursement-driven industry. Some of the topics covered in this course include strategic positioning,

strategies of mergers and acquisitions, and competitive advantage and profitability.

BUS 526 is cross-listed with HSC 526. Students in the business degree should register for the BUS version of this course, and health science degree students should register for the HSC version of this course. Students may not take both versions of the course and have the credit count toward graduation.

BUS 530 Project Management Principles and Application — 3 credits

This course covers the key components of project management process including effectively defining the project, identifying the scope, project life cycle, communication, planning, performing, and controlling the project. Case studies and a final project are used to examine best practices, including risk assessment.

BUS 535 Quality and Productivity Methods in the Management of Technology — 3 credits

This course presents current management techniques and processes for improving products, services, and processes. Students will examine social media in context with advertising, marketing, and public relations. Additionally, students will gain basic hands-on experience with current social media technology. Practical applications with both limitations and opportunities of different social media contexts will be explored to assess their impact on appropriate constituencies and/or organizational cultures. Finally, the course will focus on demonstrating best practices for developing and implementing effective techniques, tactics, and strategies to more effectively and efficiently reach target markets.

BUS 540 Strategic Management of Innovative Technology — 3 credits

Examines theories and methods to prepare managers to handle strategic issues related to the effective management of innovative technologies. Explores the principles of strategic management with direct application to technology. Integrates: strategy setting, implementation and assessment; historical cases of business innovation through a maturation lifecycle; and application of lessons learned in contemporary business cases.

BUS 545 Social Media: Marketing — 3 credits

This course will develop the students' ability to strategically create and implement an effective social media marketing campaign. Focus will be placed on fully understanding and integrating appropriate social media tools for supporting and improving the effectiveness of organizations marketing and communicational processes. Students will examine social media in the context of advertising, marketing, and public relations. Practical applications will be explored to assess the impact of social media technologies on appropriate constituencies and/or organizational cultures.

BUS 550 Contingency Planning — 3 credits

This course examines the planning process in organizations to continually confront the unlikelihood of a disaster causing an unexpected interruption of normal operations. Specifically, it provides an overview of the key elements and strategies of implementing a crisis management program within an organization. Undertaking a business function analysis approach, students will be able to define anticipated consequences when a disruption of normal organizational operations occurs and develop a recovery plan built around desired outcomes.

BUS 552 Leadership — 3 credits

Focuses on the leadership process within the broad context of organizational dynamics. Explores leadership from four different perspectives: the leader; the follower; the situation; and leadership skills. Theories, concepts and models are applied to workplace situations.

BUS 553 Organizational Behavior — 3 credits

This course provides an overview of the principles of organizational behavior using evidence-based practice. You will discover how individual differences impact organizations (including your own), learn how to apply management and leadership skills to specific situations, apply proper business ethics to situations, and examine how culture plays a role in today's global business world. In the final assignment you will practice how to present a portfolio worthy solution proposal to the key stakeholders in an organization.

BUS 554 Change Management 3 credits

A study of the process of change and change management. Focuses on the types of changes that take place within organizations, identifying the key issues and challenges associated with each type of change. Uses macro and micro tools for working with change, including management skills and styles, communications patterns, and force-field and gap analysis.

BUS 555 Principles and Practices of Performance Improvement 3 credits

This course focuses on decisions, events, and concepts driving business decision making with the goal of leading to improved employee and financial performance, while recognizing that doing so is a key indicator to business success. By examining cases and creating a performance management action plan, students will be exposed to key parts of performance improvement.

BUS 557 Human Performance II: Performance Counseling 3 credits

Performance Counseling focuses on decisions, events, concepts, tools, and strategies to drive business decision making with the goal of leading to improved employee, organizational, and financial performance. Throughout the course, learners will apply the Total Performance System to profile organizational development; identify possible drivers for performance issues; prescribe appropriate solutions; close performance gaps and achieve desired results; identify levels of performance evaluation and the types of data each level yields; identify strategies and tactics for institutionalizing change; and embed performance improvement technologies in your organizations.

BUS 565 Social Media: Metrics 3 credits

This course introduces various measures used to describe outputs, outtakes, and outcomes of communication work, with a focus on social media. The course will cover terminology, review applicable cases, and measure both social and mainstream media. It will prepare you to assess the current state of measurement—the issues, problems, resolution, and means being employed in the profession. The course will examine measurement in a public relations context rather than a marketing/advertising context.

BUS 570 Information Technology 3 credits

This course examines the strategic, operational, and ethical uses of information technology. It explores global and electronic markets and data management, and it examines how IT can support customer and supply chain management.

BUS 599 Strategic Management 3 credits

Prerequisite: This course must be taken as the final course in the program, advisor approval required.
This is the Master of Science in Management (MSM) Capstone course. It integrates previous study and various management disciplines to formulate, analyze, and implement effective management strategy. Students will analyze complex management situations to make strategic decisions under conditions of uncertainty.

BUS 670 Conflict Management and Alternative Dispute Resolution 3 credits

This course provides an introduction to the human resource field of conflict management and alternative dispute resolution through case analyses. You will examine the major causes of conflict, the effects of personality and perception on conflict, and recommended strategies to manage the conflict in organizations. Learn about your own styles for managing conflict and develop competency in interaction with other styles.

Cross-listed with ADR 670

BUS 671 Mediation 3 credits

The ability to work toward a consensus and reduce potential conflicts in a variety of contexts is of utmost importance in today's society. This course provides an overview of mediation processes, based upon conflict resolution theory. You will learn a variety of communication and negotiation skills to settle disputes outside of a courtroom setting. Learn how diversity impacts mediation, and examine the ethical issues faced by mediators and their disputants.

Cross-listed with ADR 671

BUS 672 Arbitration 3 credits

Arbitration has become a popular alternative to traditional litigation, saving the courts time and money. You will examine the role of arbitrator, and apply the arbitration process to case studies. Build upon your dispute resolution skills such as communication, negotiation, and problem solving. Ethical issues, as well as the benefits and limitations of arbitration will be examined.

Cross-listed with ADR 672

CYS 500 Foundations of Cybersecurity 3 credits

This course will review several advanced networking topics, including wireless and mobile networking, satellite and near field communications, RFID (Radio Frequency Identification), and the use of cryptography and encryption in data transmission and networking. This course will also discuss privacy and security issues related to the use of these networking technologies.

CYS 503 Communications and Network Security 4 credits

This course is an introduction to network security fundamentals, security policies, networking threats, and technologies. Design and implementation of secure communications networks, network management, and network scanning are covered. Technical topics include device hardening, encryption, proxies, firewalls, VPN and remote access design, NAT, DHCP, VoIP and other network design considerations. Students learn how to implement a security plan, itemize security threats, and list the elements of security in networked and mobile systems. Honeypots, sinkholes, and other network defenses are examined.

CYS 504 Network and Communication 3 credits

This course is an introduction to network security fundamentals. It is organized in four parts. The first part covers the basics of private key and public key cryptography, including the common encryption algorithms AES, RC4, and RSA. The second part builds on cryptography to design secure protocols for confidentiality, authentication, and data integrity. Examples will include IPSec, SSL/TLS, and VPNs. The third part covers how cyber attacks proceed from reconnaissance to exploits and intrusions. Particular emphasis is given on web attacks (such as phishing, SQL injection, drive-by downloads) and malware. The last part of the course will describe focus on intrusion prevention, detection, and response. Specific topics include firewalls, spam filters, intrusion detection systems, and risk management . Students will learn about protocols to communicate securely over unsecure networks, and about modern technologies for protecting computers from a wide range of threats. Throughout the course, real world cases are discussed, and students will gain hands-on experience in labs.

CYS 522 Advanced Networking 3 credits

This course builds on the basic networking concepts and focuses on several advanced networking topics including wireless and mobile networking, near field communications, RFID (Radio Frequency Identification) and the use of cryptography and encryption in data transmission and networking. This course will also discuss privacy and security issues related to the use of these networking technologies.

CYS 523 Software and Application Security 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

In this course students learn the key concepts of secure coding and how to plan, develop, and implement applications that are based on these principles. Concepts covered in this course include maintaining version control and limiting access to the source code. Students will learn how to evaluate a program for safe usage and implementation within an organization.

CYS 526 Cyber Attacks and Defense 3 credits

This course investigates security issues, vulnerabilities, and mechanisms to identify, respond to and prevent cyber attacks and to build active defense systems. The course will follow the formal ethical hacking methodology including

reconnaissance, scanning and enumeration, gaining access, escalation of privilege, maintain access and reporting. Ethical Hackers are computer and network experts who attack security systems on behalf of its owners, seeking vulnerabilities that a malicious hacker could exploit.

CYS 541 Ethics, Legal, and Compliance Issues in Cybersecurity 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

Coursework examines the ethical, legal, and regulatory compliance issues related to the practice of cybersecurity. Focuses on the requirements, challenges, and dilemmas of data protection, due diligence, privacy laws, fraud and risk management, intellectual property, and ethical corporate codes of conduct. Covers key mandates and laws, including the Foreign Corrupt Practices Act (FCA) and the Payment Card Industry Data Security Standards (PCI DSS). To minimize liabilities and reduce risks from electronic, physical threats and reduce the losses from legal action, the information security practitioner must understand the current legal environment and , stay informed of emerging laws and regulations.

CYS 545 Security Policy and Compliance 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course will focus on security policy and compliance in the world of cybersecurity that encompass laws, ethics, privacy and governance issues. Students will be exposed to national and international policies while understanding the importance of security policy as the beginning of any security program in organizations. The theory and principles behind the topics mentioned are explored in depth where policy documents are critiqued and compliance issues and frameworks are examined. Students will learn the approach to writing security policies while taking into consideration the significant role of compliance.

CYS 550 Leadership and Communication in Cybersecurity 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course will develop the knowledge and skills necessary to design a cybersecurity strategy, including people, process, and technology, in a complex organization. The role of leaders in cybersecurity become critical to business success. The course will cover global issues, emphasis will be placed on individual's roles within organizations and how they communicate their ideals to the teams of individuals performing cybersecurity tasks and other stakeholders providing oversight.

CYS 555 Cybersecurity in Healthcare 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course provides an in-depth analysis of the diversity of the healthcare industry, types of technologies, flow of information, and levels of protection. It presents a plan-protect-respond framework of relevant legal and regulatory requirements, ensuring an organizations' policies and procedures are in compliance with industry standards. The course examines how an organization manages information risk through security and privacy governance, risk management lifecycles, and principle risk activities.

CYS 556 Healthcare Information Systems 3 credits

Prerequisite: CYS 555 Cybersecurity in Health Care

This course focuses on data and information technology to improve organizational performance in healthcare settings. System like The Nationwide Health Information Network (NwHIN) and other health information systems will be surveyed. Information systems and data management fundamentals will be reviewed. The use of research tools and databases will be used to analyze organizational problems. The course includes exploration of electronic

medical records (EMRs) that are used in the medical fields. Legal and ethical issues will be explored as will the other use of technologies in healthcare settings.

CYS 560 Information Assurance — 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course will focus on providing students with insights, guidance, and best practices on the principles of information security. Students will examine the foundations of information security as defined by experts and ISC^2, which is considered a definitive source for information security best practices. Students will examine information security using the 10 domains of knowledge as our guidebook. The materials will include course textbooks, other sources, and case studies to support class discussions. Students will learn to apply some of the information security knowledge and skills through individual activities. The course will include an opportunity to apply the course topics to a mock digital crime scene.

CYS 565 Security Management Awareness — 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course introduces Security Management awareness and provides important and cost-effective methods to protect sensitive information. Through a structured environment of physical, computer, and network security measures, implementation of effective user training, establishment of policies and procedures, and sharing of knowledge and expertise within an organization to protect sensitive information, each student is provided essential information to create and maintain a secure environment.

CYS 575 IT Risk Analysis and Management — 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course examines information security risk analysis and management from a business perspective. The course will provide an overview of the key aspects of risk analysis and management, including asset identification and associated risk identification, qualitative and quantitative risk assessment and prioritization, determination of risk mitigation strategies, budgeting for risk, and ongoing risk management. This course will provide knowledge, skills, and techniques to identify, prioritize, and manage the many IT security risks facing businesses today. Students will also examine how IT risk management supports IT governance and decision making by businesses. The role of risk analysts, auditors, security personnel, and management will be discussed.

CYS 577 Global Cybersecurity — 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course focuses on four general areas of cyber capabilities and trends in the global community. The theory and practice of cybersecurity and cyberwar will be analyzed through cyber capabilities of nation-states as well as non-state actors. Existing trends and new trends will be evaluated in cyber-related strategies and policies related to challenges facing governments. Global cybersecurity policies will be evaluated and best practices will be discussed.

CYS 585 Digital Crime Prevention And Investigation — 4 credits

This course provides an in-depth analysis of the digital defense planning, technologies, and methods to safeguard organizational networks, databases, and applications; and the proper handling of electronic evidence (e-evidence) in digital crime investigations. Presents a plan-protect-respond framework of digital security and the interaction of policies, implementation, and oversight; and how to perform a computer forensic investigation. Regulatory and legal electronic records management (ERM) and e-mail retention requirements are thoroughly covered. Students learn how to search, analyze, and report e-evidence and the legal requirements for presenting admissible evidence to the court, recovery and analysis of digital evidence, addressing legal and technical issues.

CYS 586 Digital Crime Prevention and Investigation — 3 credits

Prerequisite: CYS 500 Foundations of Cybersecurity

This course provides an in-depth analysis of the digital defense planning, technologies, and methods to safeguard organizational networks, databases, and applications. It presents a plan-protect-respond framework of digital security; the interaction of policies, implementation, and oversight; and ways to perform a computer forensic investigation.

CYS 596 Capstone Project in Cybersecurity — 3 credits

Prerequisite: This course should be taken as the final course in the program, advisor approval required.

This is a capstone course which examines computer security technologies and principles, including cryptography, authentication, access control, database and software security, management issues such as physical and infrastructure security, human factors, and security auditing. This course also covers IT security management, risk assessment, and legal and ethical considerations.

ECO 508 Managerial Economics — 3 credits

Everyone knows that success in business is a matter of strategy. However, not everyone knows how to think through decisions strategically, using the tools of game theory and economic analysis to gain an advantage over opponents, and to change the game fundamentally in your favor. In this course, you will learn to use tools developed by economists to address common situations faced by managers in a day-to-day business environment. You don't have to win a Nobel Prize to understand the economic principles that have won these distinctions for economists that developed game theoretic thinking, and decision-rules based on market structure, consumer and firm behavior, and other elements of a commercial environment. In this course, you will learn to analyze a market, competitors, customers, employees, and purchasing decisions in order to gain traction on the variety of commercial roads traveled routinely in the world of business management.

HINF 521/NUR 521 Data, Information, and Knowledge — 3 credits

Suggested Prerequisite: HINF/NUR 522

This interdisciplinary course offers students the opportunity to use, manage, and evaluate data related to health care through the application of database design concepts and knowledge of data representation, data sets, and data integrity. Students complete a term-long project on a topic of their choice, applying principles of database design and management to a specific health care scenario/issue as well as database management principles to help resolve the problem.

HINF 521 is cross-listed with NUR 521. Students in the Health Sciences degree should register for the HINF version of this course, and Nursing degree students should register for the NUR version of this course. Students may not take both versions of the course and have the credit count toward graduation.

HINF 522/NUR 522 Informatics and the Health Care Delivery System — 3 credits

This course is designed to introduce students to the field of informatics. Using an interdisciplinary lens, students learn about the history of health informatics, core concepts, and health information management applications. During the course, students will examine several currently used information management applications related to practice, administration, education, and research, from both the provider and consumer perspectives.

HINF 522 is cross-listed with NUR 522. Students in the Health Sciences degree should register for the HINF version of this course, and Nursing degree students should register for the NUR version of this course. Students may not take both versions of the course and have the credit count toward graduation.

HINF 551/NUR 551 System Lifecycle — 4 credits

Suggested Prerequisite: HINF/NUR 522

This course introduces a structured approach to the selection, implementation, and ongoing support of an information system in health care environments. Students examine the five phases of the system life cycle and apply what they have learned by developing a proposal for improvements to an existing health care information system or a new information system.

HINF551 is cross-listed with NUR551. Students in the Health Sciences degree should register for the HINF version of this course, and Nursing degree students should register for the NUR version of this course. Students may not take both versions of the course and have the credit count toward graduation.

HINF 553/NUR 553 Issues in Health Care Informatics — 2 credits

Suggested Prerequisite: HINF/NUR 522

This seminar-style course provides students with an opportunity to engage in scholarly dialogue with one another and with experts on current issues in the field of health care informatics. Students examine their roles and responsibilities as informatics specialists. Using discussion forums and case studies, students analyze pressing issues from ethical, political, societal, and legal perspectives.

HINF 552 is cross-listed with NUR 552. Students in the Health Sciences degree should register for the HINF version of this course, and Nursing degree students should register for the NUR version of this course. Students may not take both versions of the course and have the credit count toward graduation.

HINF 555 Knowledge Representation: Data Standards, Terminologies, and Implications — 2 credits

This course equips students with the fundamentals of knowledge representation. Key components of knowledge systems, including data standards, terminologic systems, and concept representation are examined. Students examine recognized terminologies and classifications for health care data storage and retrieval. Models for representing health care activities in concept-oriented terminologic and computer-based systems are introduced.

HSC 510/BUS 510 Health Care Policy, Politics, and Power — 3 credits

This course examines the critical role of health care leaders in the policy making arena. Students examine the federal policy making process, key issues in health policy, and the roles power and politics play in policy development and implementation. Students explore health care reforms and efforts to respond to disparities in health outcomes for vulnerable populations.

HSC 510 is cross-listed with BUS 510. Students in the Health Sciences degree should register for the HSC version of this course, and Business degree students should register for the BUS version of this course. Students may not take both versions of the course and have the credit count toward graduation.

HSC 516 Communication Strategy for the Health Care Leader — 3 credits

Highly effective leaders must be excellent communicators; building a communications toolkit is essential. This course equips students with health communication strategies for use with a variety of stakeholders within and outside of the health care system. Students examine a variety of communication contexts, including communication management, intercultural and intergenerational communication, and health campaign messaging. Evolving communication technologies are explored. Students apply what they have learned by developing a communication strategic plan.

HSC 516 is cross-listed with BUS 516. Students in the Health Sciences degree should register for the HSC version of this course, and Business degree students should register for the BUS version of this course. Students may not take both versions of the course and have the credit count toward graduation.

HSC 518 Ethics in Health Care — 3 credits

Students explore the complexities of health care ethics within the context of a rapidly changing and increasingly global health care environment. This course provides students with the tools necessary to engage in ethical decision making. Consideration of legal, regulatory, policy buffers, and constraints to ethical decision-making are integrated throughout the course. Students examine compelling cases and controversies

encountered in the health professions and use theory to propose solutions.

This course duplicates HSC 544 Health Care Law and Ethics. Credit for only one of these courses will be applied toward graduation.

HSC 519 Contemporary Issues and Trends in Health Care 3 credits

This course provides students with a comprehensive overview of the health care delivery system, with an emphasis on factors influencing the culture of health care organizations. Using a theoretical perspective, students analyze contemporary issues and trends faced by health care administrators. Students apply what they have learned through real-life case study analyses.

This course duplicates HSC 560 Health Care Delivery Systems. Credit for only one of these courses will be applied toward graduation.

HSC 526 Strategic Management of Health Care Organizations 3 credits

*Prerequisite: HSC 431 Introduction to Health Care Delivery Systems*①

This course explores theories and principles underlying strategic planning specific to health care environments. Through case study analyses, students learn strategies on how to position health care organizations in order to sustain a competitive advantage in a volatile reimbursement-driven industry. Some of the topics covered in this course include strategic positioning, strategies of mergers and acquisitions, and competitive advantage and profitability.

① This course is only a prerequisite for students in the MBA program that have no health care related background and are choosing this concentration. It is not required for students in the dual degree program.

HSC 526 is cross-listed with BUS 526. Students in the Health Sciences degree should register for the HSC version of this course, and Business degree students should register for the BUS version of this course. Students may not take both versions of the course and have the credit count toward graduation.

HSC 528 Health Care Finance 3 credits

Suggested Prerequisite:

Students in this course gain in-depth knowledge about the financial environment in which health care organizations operate. Students learn health care finance concepts, managerial and accounting principles, and various means of reimbursement for health services. Students complete a health care finance project, to effectively demonstrate the steps in the budget process and practice using financial analysis tools.

HSC 544 Health Care Law and Ethics 3 credits

In this course, students examine the intersections of law, ethics, and the health care industry with a special emphasis on evidence-based practice. Students are empowered and prepared to critically evaluate legal, policy, and ethical precepts available to inform practice and engage in ethical decision making. Real-life case studies are analyzed to address key ethical health care questions and challenges.

This course duplicates HSC 518 Ethics in Health Care. Credit for only one of these courses will be applied toward graduation.

HSC 560 Health Care Delivery Systems 3 credits

In this course, students gain an in-depth understanding of current health care delivery systems. The diversity and complexities of various health care settings are explored, along with the challenges, emerging trends, and drivers of health care delivery in America. Themes of quality assurance, patient safety, and access are infused throughout the course. Students examine case studies that reflect current challenges and controversies associated with these delivery systems.

This course duplicates HSC 519 Contemporary Issues and Trends in Health Care. Credit for only one of these courses will be applied toward graduation.

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HSC 561
Quality Management in Health Care — 3 credits

This course provides an in-depth examination of quality management across the health care continuum. Through critical analysis of real-life adverse events, students apply theories, processes, and strategies to investigate quality issues in health organizations and propose recommendations for quality improvement and organizational accountability. The health care administrator's role in creating and sustaining a culture of safety and quality is emphasized throughout the course.

HSC 580
Research and Applied Statistics — 3 credits

Students investigate contemporary research methods and analyses for problem solving and evidence-based decision making in health care settings. Quantitative, qualitative, and computer-based studies are explored. Students develop the skills necessary to critique research methods and statistical findings that offer answers to key health care challenges such as quality improvement, patient safety, and improved access to health care.

Students in the Public Health Concentration must take PBH 592 Biostatistics instead of this course.

HSC 600 Principles and Theories of Learning

This course provides students with an in-depth understanding of the complexities of how and why people learn. Students will have the opportunity to reflect and apply selected theories and concepts to real life scenarios, with the goal of becoming stronger health educators and/or practitioners. The culminating project entails the development of health-related instructional materials to address an issue or concept of interest.

HSC 610 Assessment and Evaluation of Learning — 3 credits

Assessment of learning is a fundamental role of the educator. This course introduces students to key concepts related to assessment of learning and provides the skills necessary to develop appropriate measures for learning outcomes. Students have opportunities to practice developing and implementing assessment strategies in this course.

HSC 620 Technology Application in Health Professions Education — 3 credits

Suggested Prerequisite: HSC 600

The use of technology in the classroom and virtual learning environments has become mainstream in education. This trend has permeated the delivery of health education to consumers and health professionals. This course provides students with an overview of existing technologies and opportunities to develop their technical skills by designing an educational technological project in a health-related area.

HSC 627
Strategic Planning in Health Care — 3 credits

This course provides students with a hands-on experience in strategic planning, including the development of a strategic plan and related documents. Students use standard health industry tools and techniques to collect and analyze data, develop foundational documents, and respond to challenges encountered as they engage in the strategic planning process.

HSC 629 Project Management in Health Care Environments — 3 credits

This course equips students with the knowledge and skills necessary to design, implement, and manage an effective project within a health care environment. Students learn and use project management software to develop and implement a health care-related project.

HSC 630
Classroom and Clinical Instruction — 3 credits

Suggested Prerequisite: HSC 600

This course explores the instructional role of faculty with adult learners in a variety of settings. During the course, students acquire skills that will enhance their teaching effectiveness in actual and virtual learning environments. Students explore various evaluation strategies that can be used to improve teaching performance.

HSC 640 Curriculum Development 3 credits

Suggested Prerequisite: HSC 600

Curriculum development skills are essential for allied health faculty, as curriculum serves as the bridge from theory to practice. This course is designed to introduce students to curriculum as a process and a product. During the course, students have the opportunity to develop the skills necessary for formulating and evaluating curricula that is responsive to the needs of the profession and those it serves.

HSC 660 Graduate Health Sciences Capstone 3 credits

Prerequisite: This course should be taken as the final course in the program, advisor approval required.

This end-of-program capstone course allows students to synthesize and apply the knowledge acquired throughout their graduate program. Students demonstrate mastery of skills required for advanced practice roles through varied assessments that address current and emerging practice-based and system-based issues in health care.

HSC 698 MS in Health Care Administration Capstone 3 credits

Prerequisite: This course should be taken as the final course in the program, advisor approval required.

This end of program capstone allows students to demonstrate their mastery of the skills and knowledge acquired throughout the program. Students will conduct individual and group analyses of case studies involving organizational issues faced by health care administrators. Students will complete a capstone project designed to address pressing issues faced by health care organizations.

MLS 500 Graduate Research and Writing 3 credits

Students learn to succeed in a graduate program by improving research skills, writing research papers, and formatting a graduate paper or thesis. A focus on information literacy allows the student to successfully retrieve and work with electronic documents and to conduct research with digital collections of information resources.

MLS 515 Global Popular Culture Since 1945 3 credits

This course examines world cultures since 1945 to better understand the relationship between culture and key historical changes and trends since the end of the Second World War. Students will investigate various popular cultural sources, from literature to consumer goods to television, music, and film from across the globe in this period to better understand the role of culture in shaping world events, particularly as a result of globalization. From the Cultural Cold War to Post colonialism and the War on Terror, the course considers the role of products of popular culture in shaping the contemporary world and our understanding of the past.

This course is a dual-level course. Students wishing to earn undergraduate credit should register for HIS 315. Students planning to complete graduate-level credit should register for MLS 515. Students will not be permitted to have credit for both courses. Students in MLS 515 should anticipate additional reading and writing requirements throughout duration of the course. Students should contact their academic advisor to plan for the best course to complete remaining requirements.

MLS 551 War and Peace After the Cold War 3 credits

This course analyzes key actors and trends in international relations since the end of the Cold War in 1989–1991. The course explores how cooperation accompanying the end of the Cold War faded into an Age of Terror and great power rivalry. Students look at conflict and cooperation throughout the post-Cold War period, and use the leading international relations theories to evaluate important events, including: the end of the Cold War; the Balkans Wars; the rise of the interdependent global economy; Islamic Fundamentalism and the War on Terror; Russia-China-U.S. competition emerging since 2008; and, the fate of American dominance of world politics. The course ends with the contemporary debate over America s role as global

leader amidst challenges from ascending states like China and non-state threats from terrorist groups and global health and climate dilemmas.

This course is a dual-level course. Students wishing to earn undergraduate credit should register for POL 351. Students planning to complete graduate-level credit should register for MLS 551. Students will not be permitted to have credit for both courses. Students in MLS 551 should anticipate additional reading and writing requirements throughout duration of the course. Students should contact their academic advisor to plan for the best course to complete remaining requirements. This course uses open educational resources, and does not require the purchase of a textbook.

MLS 556 The Global Cold War — 3 credits

This course examines the period in world history from the Yalta Conference in 1945 to the end of the Soviet Union in 1991, which is generally called the Cold War. The course details the roles played by the superpowers in politics, economics, and military affairs, and analyzes how their goals and objectives laid the foundations for conflicts and global circumstances today, including the War on Terror. In exploring the relationship between the First, Second, and Third Worlds in this period, students will better understand the complex mix of individuals and ideology that shaped the events of the Cold War and continue to dramatically shape global affairs today.

This course is a dual-level course. Students wishing to earn undergraduate credit should register for HIS 356. Students planning to complete graduate-level credit should register for MLS 556. Students will not be permitted to have credit for both courses. Students in MLS 556 should anticipate additional reading and writing requirements throughout duration of the course. Students should contact their academic advisor to plan for the best course to complete remaining requirements.

MLS 560 Social Psychology — 3 credits

Social psychology is the study of how people influence and are influenced by the real or imagined presence of others. It is the study of how people interact with and relate to the people around them. It is, in short, the study of social relations. This course will cover topics including methodology, social cognition, social perception and judgment, attitudes and attitude change, conformity and obedience, group behavior, attraction and relationships, helping behavior, aggression, prejudice and the application of social psychology to other fields including the legal system. At the conclusion of this course, students will be expected to demonstrate knowledge of research methods of a social psychologist, comprehension of major theories and phenomena within social psychology and the ability to apply this knowledge to examples of social psychology events in daily life.

This course is a dual-level course. Students wishing to earn undergraduate credit should register for PSY 360. Students planning to complete graduate-level credit should register for MLS 560. Students will not be permitted to have credit for both courses. Students in MLS 560 should anticipate additional reading and writing requirements throughout duration of the course. Students should contact their academic advisor to plan for the best course to complete remaining requirements.

MLS 620 Philosophies of Leadership — 3 credits

In this course the nexus between the intellectual world of philosophy and the concrete world of leadership will be examined in its various facets and manifestations. Students will read writings about leadership: how to lead, the preservation of power, and the difference between tyrants and kings who are also philosophers (including Lao Tzu, Plato, and Machiavelli). They will also read about writing as leadership: calls to rebellion, drawing attention to injustice, and dangers to the environment (including Thomas Paine, Karl Marx and Friedrich Engels, and Rachel Carson). Finally they will read about leaders in action: revolutionaries, resistance to colonial rule, and the struggle against racial prejudice and bigotry (including V. I. Lenin, Mahatma Gandhi, Martin Luther King Jr., and Nelson Mandela). While the core of the course is the Western philosophical canon and its views on leadership, readings also include non-Western perspectives such as Eastern, Islamic, Third World/Anti-Colonial, and feminist interpretations. As a culminating course

project, students will develop their own coherent leadership philosophy, drawing on the reading and ideas covered in the class.

MLS 623 The Search for Meaning and Identity in the Contemporary World 3 credits

Students study the Contemporary Era, examining, among many topics, this period's numerous changes, agents of change, and varied reactions to change. A prominent theme of this course is that of identity and identity politics, explored via literature and art in particular. This course also surveys some of the major social issues in the contemporary world, with an emphasis on the effort to derive a sense of meaningful identity in the face of forces leading to globalization and an integrated transnational economy.

MLS 624 Classical Legacies 3 credits

This course examines key issues in contemporary culture as they have been influenced and informed by the heritage of diverse perspectives recorded in foundational texts. Areas examined include: humanity and metaphysics; humanity and the state; human rights; and the nature of knowledge. Works examined are selected on the amount of influence they have had on contemporary mainstream civilizations.

MLS 632 Capitalism and its Impact 3 credits

In this course students will be introduced to how individual entrepreneurship, private property, and free markets became the foundation of the early Industrial Revolution. They will read texts extolling the virtues of early capitalism by eighteenth century advocates including John Locke and Adam Smith. They will then examine the negative effects of capitalism as found in the nineteenth and early twentieth century critiques written by Karl Marx and Max Weber. Finally they will look at more contemporary discussions of the impact of capitalism on the family, women, the environment, political systems, and developing nations. Course readings will be supplemented by viewing the movies Modern Times, Wall Street, and Roger and Me.

MLS 635 Humanity and the Cosmos 3 credits

Unparalleled discoveries regarding the history of the earth, as well as the nature of the Universe itself, have revolutionized the Humanities, even as revolutions in technology re-invent and invigorate the imagination. This course examines the impact of the figures such as Copernicus, Galileo, Darwin, Einstein and the New Physics on your conception of what it may mean to be human in relation to an infinitely, and overwhelmingly, intriguing cosmos.

MLS 662 Ethics in a Changing World 3 credits

The focus of this course is on applied ethics. Students will improve their ethical and analytical reasoning skills through the study of contemporary ethical questions and debates. Students will also learn to clearly and cogently express their own positions in a logically consistent way. Topics covered include abortion, genetic engineering, euthanasia, war and terrorism, freedom of speech, racial discrimination and global justice, animal rights, and global warming.

MLS 667 Cultural Diversity in the Workplace 3 credits

This course provides an interdisciplinary foundation for individuals who need to understand the legal, sociological, psychological, and organizational behavioral implications of diversity, inclusion, and change. With a solid theoretical background in sociology, human relations, psychology, anthropology, and organizational behavior, the course examines current challenges and opportunities in society and the workplace. In addition to requiring students to analyze case studies and legal briefs, the course asks students to evaluate the ethical and philosophical concerns surrounding cultural diversity in the workplace and the community.

MLS 673 Mindsets: Cross-Cultural Understanding 3 credits

By studying the autobiographical works of individuals across self or society-defined identities, students begin to analyze and explore the various ways of viewing and responding to the world that

so typify our diverse global community. The key vehicle is autobiographical (the memoir, autobiography, or creative non-fiction) because the course stresses authenticity in representation and in revelation. However, fiction is also considered as it reflects or comments upon world views and the human condition. In addition to journals, all students are encouraged to keep a Weblog (blog) that can be viewed by other students. This supplements discussion board activities and can be used as a point of departure for a final project and/or journals. Students are exposed to a vast array of cultures, both within the "melting pot" of the United States and around the world, through the experiences of contemporary writers who have lived among and contemplated different cultures.

MLS 683 The Art of Leadership in Literature and Film — 3 credits

This course presents the conceptual bases of culturally informed leadership with theoretical readings as well as case studies and current issues. Students are encouraged to apply the material in this course to real-world situations and to develop an analysis. They become familiar with the concepts in the core text and with the ideas presented in historical texts, literature, film, and philosophical writings. The course deals with specific topics, such as ethics, vision, empowerment, trust, strategic thinking, participatory goal setting, milestones, diversity, managing performance, and motivating people. Ethical dilemmas and conflicts of interests are presented as well, and they connect with political pressure, ethics, character development, and more. Students respond to and discuss readings, concepts, and specific case studies and have an opportunity to research topics on leadership that connect to specific interests and current events.

MLS 685 Strategic Problem Solving — 3 credits

This course takes a look at social, cultural, economic, political, and individual issues that require analysis and resolution in today's world. It also takes a close look at psychological issues that impact problem-solving and seeks to investigate how they relate to individuals and groups. Students develop strategic problem-solving approaches, solutions, and techniques. In addition to using techniques to identify the problem(s), conducting a needs assessment, weighing alternatives, and selecting a method for optimizing resources, achievement of a mission, and profitability, the course also looks at team-building, motivation, individual self-actualization, and creative problem-solving. Various philosophical and ethical foundations are considered, and eclectic, inclusive, and innovative approaches are encouraged.

MLS 688 How Organizations Work: Social and Cultural Perspectives — 3 credits

This course explores the ways in which perspectives reflecting cultural, social, and psychological factors contribute to an understanding of organizations and organizational behavior. Students will explore the concepts of organizational culture, community, knowledge-transmission, and power and will learn to apply these concepts to real-world problems.

MLS 693 Social Justice and Societal Oppression — 3 credits

This course examines the historical realities and societal underpinnings of America's struggle with implementing the notion of "justice for all" amongst its general populace, as opposed to the privileged few. Students will also explore how hate and hypocrisy have impinged upon indigenous-immigrant-emancipated hopes in our democracy. Utilizing a combination of film clips in conjunction with scholars as widely divergent as Charles Dickens, W.E.B. DuBois, Ward Churchill, bell hooks, Angela Davis, Beverly Tatum, James Loewen, Ronald Takaki, John Corvino, and Michael Eric Dyson, the course will offer an examination of various visual and literary snapshots of societal oppression that contradict and undermine notions of social justice.

MLS 694 Theories of Conflict and Conflict Resolution — 3 credits

This course provides an introduction to the field of conflict analysis and resolution. What kinds of social conflict affect our world? What are the causes and consequences of social conflicts, and

how do these conflicts emerge? What causes conflicts to escalate or de-escalate? Is this something we can predict or control? How do parties to conflict affect outcomes? What are the roles and responsibilities of third-party intermediaries? Students will focus on the analysis of social conflict, and practices and strategies for responding to conflict, by studying such cases as the American struggle for civil rights and women's rights, apartheid in South Africa and Palestinian-Israeli relations, environmental protection, the Cold War, and contemporary counter-terrorism efforts. The emphasis is on finding the opportunity in conflict, and working toward constructive outcomes.

MLS 697 Methodology 3 credits

Research is the heart of human inquiry. This course is designed to give students a broad view of the variety of approaches to designing good research and to prepare students for writing their MALS theses. In this course, students will learn how to pose research questions, develop answers to them using a theoretical framework, formulate and refine concepts, construct valid and reliable measures, and gather data. Additionally, this course will prepare students to evaluate hypotheses utilizing data and drawing on prior knowledge, emphasize the preliminary process of research design, and address questions of how we know what we know (referred to as epistemological concerns). Mastering the application of research methodology and understanding the substance and art of interdisciplinary work comes through repeated application and experience. The emphasis of this introduction is on breadth rather than depth, on familiarity and critical engagement with ideas rather than mastery of technique.

MLS 703 Independent Learning Contract 3 credits

Students have the opportunity to work one-on-one with an Excelsior College faculty member to set learning goals, choose the means by which to reach those goals, and determine the best way to assess learning. The ILC can be on almost any topic within humanities, social sciences, pure science, or fine arts (excluding studio courses). Please consult your advisor for a list of past and potential ILC topics. All learning contracts must be submitted for departmental approval, and students must inform their academic advisor of their intent to pursue an ILC well in advance of registration.

MLS 798A Capstone: The Harlem Renaissance 3 credits

This course is an interdisciplinary capstone for students completing the Master of Arts in Liberal Studies, focused on the period in American history known as the Harlem Renaissance. The Harlem Renaissance, a cultural movement and blossoming of artistic expression from approximately 1919 to 1935, serves as a prime example of a topic that cannot be understood through a single disciplinary lens alone; rather, students will study the era through the fields of history, literature, music, art, political science, and sociology. Students will analyze the works of art of notable Harlem Renaissance figures such as Langston Hughes and Zora Neale Hurston, while likewise engaging with the larger socio-economic and political context of the era, including the racism in the North and South, the Great Migration, Prohibition and the Roaring Twenties, the Great Depression, and more. Students will explore multiple scholarly perspectives and the ways in which they intersect through a culminating research project.

MLS 798B Capstone: Brave New World: Globalization and Its Consequences 3 credits

This course is an interdisciplinary capstone for students completing the Master of Arts in Liberal Studies, focused on the topic of globalization and its consequences in the contemporary world. Globalization is a topic that cannot be understood through a single disciplinary lens alone; rather, students will study the topic integrating perspectives from fields such as history, economics, political science, sociology, anthropology, cultural studies, and literature. Students will explore multiple scholarly perspectives and the ways in which they intersect through a culminating research project.

MLS 799 The M.A. Thesis 3 credits

Thesis students will complete their M.A. Thesis while enrolled in this 15-week class. See the Thesis Handbook for more details on this process.

MCJ 500 Criminology 3 credits

This course provides explores how knowledge about criminality and antisocial behavior has developed over the last two hundred years. Significant issues and concepts in criminology are discussed with attention to the multidisciplinary nature of these concepts, how they are applied to criminological theory, and their importance for understanding the present state of crime in society at both the micro-level and the macro-level.

MCJ 510 Criminal Justice Theory and Policy 3 credits

Provides an overview of the history and theories associated with various criminal justice systems in the United States. This course uses a multidisciplinary perspective to examine the evolution of theory and its application to the development of public policy relevant to criminal justice issues. Emphasis is placed on the practical utilization of theory to inform policy.

MCJ 512 Quantitative Analysis for Criminal Justice 3 credits

Students will learn how to interpret and produce statistics for the fields of criminology and criminal justice and will end the course as informed consumers of statistical research and information. The topics covered in this class include descriptive and inferential statistics, hypothesis testing and linear regression. Students will learn to perform statistical testing with Microsoft Excel.

MCJ 514 Research Methods in Criminal Justice 3 credits

This course examines research methods within the context of criminal justice and criminology. Quantitative, qualitative, and mixed method research approaches are applied to design and implement studies in areas such as crime analysis and program evaluation. Theory and practice are integrated to provide criminal justice practitioners with the competencies, knowledge and skills necessary to design and execute research efforts in their organizations.

MCJ 520 Constitutional Law 3 credits

This course examines some of the more important constitutional issues facing criminal justice practitioners. Topics such as the roles of the courts in our judicial system, the powers entrusted to the separate branches of our government, 1st and 2nd Amendment rights and guarantees, 4th, 5th and 6th Amendment protections and issues faced by the various players in the criminal justice system, and restrictions on employee freedom of speech.

MCJ 526 Legal and Ethical Issues in Criminal Justice 3 credits

Students will be exposed to some of the issues, both old and new, that criminal justice practitioners face every day and the manner in which they deal with these issues. Students will learn how immoral behavior must be dealt with in a moral or civilized state. Each week, students will be confronted with scenarios asking the age-old question, "What would you do"?

MCJ 616 Corrections 3 credits

This course is a critical evaluation of community based and institutional corrections. Through the course, we will analyze the historical development of adult corrections, including contemporary models for incarceration and various community based alternatives. Staff experiences, capital punishment, probation, parole, reentry, and other issues and problems facing the modern penal system are also explored.

MCJ 618 Law Enforcement 3 credits

This course evaluates the historical origin and evolution of law enforcement and policing and the role and context of law enforcement in the greater US society. The course also considers major changes in society external to law enforcement and analyze how those external changes impacted the law enforcement enterprise.

Additionally, the course will examine organizational issues such as personnel management, strategic and operational issues in law enforcement and policing.

MCJ 626
Overview of Justice Administration 3 credits

This course presents an advanced study of the theories of individual and group motivation, organizational behavior, management, organizing, and leadership, and other essentials in understanding how to successfully lead modern criminal justice agencies. Focus will be on examining real and potential issues that arise in justice administration.

MCJ 628 Personnel Management in Criminal Justice 3 credits

This course presents highlights of the trials and tribulations of executives in Criminal Justice in all areas of personnel from recruitment and selection through training, motivation, discipline and promotion. The course evaluates, the policy and political considerations faced by those in a hiring position from the perspectives of different organization sizes and state laws such as right to work states versus union states.

MCJ 630 Risk Assessment in Homeland Security and Emergency Management 3 credits

This course provides an in-depth examination of National infrastructure protection policy, the roles and responsibilities of Sector-Specific Agencies, coordinating frameworks, public-private partnerships, and the emerging issues of cybersecurity, interdependencies, and climate change. This course is designed to enhance the student's ability to recognize and evaluate risks associated with human-caused, natural, and technological disasters through a myriad of risk management approaches, including best practices used by the homeland security enterprise.

MCJ 640
Crisis Management in a Public Forum 3 credits

Introduces policy, planning, and management issues that arise in preparing for, and responding to, disasters and emergencies that have broad effects on people and property. This course examines responsibilities and practices of police, emergency response, and government and nonprofit organizations in response to both natural and man-made disasters and crisis events. This course emphasizes the need to provide assistance to the people and communities affected by disasters, and crisis events, in the immediate aftermath leading to long-term recovery.

Cross listed with MPA640

MCJ 650
Terrorism and Counterterrorism 3 credits

This course provides a multidisciplinary overview of the causes, methods, motivations and historical lessons surrounding terrorism and the United States' response to terrorism. Responses to terrorism are examined through three perspectives: intelligence, law enforcement and international relations. This course is intended to support the development of critical thinking and writing skills, so that students can critique research and policy decisions and discuss their findings in a capable and nuanced manner.

MCJ 651 Overview of Homeland Security and Emergency Management 3 credits

Students will examine the structure of the homeland security enterprise and the various actors, institutions, and organizational relationships that accomplish the homeland security tasks. The course examines the principles of the emergency management cycle and the various issues associated with mitigation, prevention, preparedness, response and recovery. In addition, this course will explore the connection between homeland security and emergency management issues within the context of criminal justice organizations and actors.

MCJ 652 Mental Health Issues in Criminal Justice — 3 credits

This course gives students an understanding of the ways criminal behaviors and mental health issues are dealt with in the criminal justice system. The course also explores the philosophical conflict between treatment and punishment, and resources available in the Criminal Justice System.

MCJ 660 Human Trafficking — 3 credits

This course on modern day slavery takes an in-depth look at human trafficking both domestically and internationally. It focuses on existing policies and practices of prevention and prosecution, such as victim and perpetrator identification, to combat these crimes and to protect and address the needs of victims. It also compares and contrasts the differences between trafficking, smuggling, labor migration and forced migration.

MCJ 698 Capstone — 3 credits

Prerequisite: This course must be taken as the final course in the program, advisor approval required.
This course is designed for students to demonstrate mastery of the skills and knowledge presented throughout the MSCJ program. Students in this course identify a problem in their organization or community, conduct research and offer a data driven recommendation based on theory, policy, constitutional and ethical consideration and present it to their supervisor or decision making authority in their community.

MPA 500 Introduction to Public Administration Theory and Practice — 3 credits

This course advances the understanding and appreciation of the history, study, and practice of public administration. You will discover the functional roles of public administration in the political process, while focusing on accountability and performance in the public sector. Learn how current issues impact the field of public administration. You will explore the various roles and responsibilities of the public administration in a constitutional democracy.

MPA 502 Public Management in a Political Environment — 3 credits

This course analyzes concepts, methods, skills, and procedures involved in managing public organizations. You will consider problems of organizations from a strategic management perspective, and develop valuable skills in planning, decision making, performance evaluation. Learn how to determine and navigate the major stakeholders of a public organization, and apply your skills using cases taken from a variety of public services found at all levels of government.

MPA 503 Public Personnel Management

This course provides an overview of the legal and political context of public personnel management from a human resources perspective. You will utilize theory to inform the practice of key personnel functions, including such topics as merit staffing, classification and compensation, performance evaluation, diversity management, and collective bargaining. Learn how to recruit, select, and manage diverse human resources, while devising motivating strategies and promoting ethical behavior in the public sector.

MPA 506 Ethics and Personal Leadership Development

This course examines theory and practice for analyzing and responding to the ethical responsibilities and dilemmas for professional conduct. Learn how to analyze personal leadership development in the context of public and political environments, and to practice ethical decision making in these environments. Areas of emphasis will be on accountability, managerial responsibility, decision making, and developing leadership qualities.

MPA 511 Public Budgeting and Financial Management

This course introduces public sector budgeting and financial management, and covers the fiscal role of all levels of government. Learn how to develop and evaluate public budgets in a political environment, using a variety of budgeting strategies. You will formulate informed decisions about the "gathering" of resources and the "use" of resources that are beneficial to the public sector.

Cross listed with MCJ 511

MPA 521 Economics for Public Policy 3 credits

This course considers public economics and the government's role in the economy from the perspective of how microeconomics can assist current and prospective public managers to better address real-world policy problems. It emphasizes applications related to situations where government does or could intervene in the economy. Learn how to utilize the power of economic knowledge to provide support for decisions made for the greater good.

MPA 525 Statistical Analysis for Decision Making 3 credits

This course uses statistical methods as analytical tools for identifying, understanding and promoting solutions to public problems. You will learn how to utilize the tools to conduct analysis of data and the knowledge to effectively and responsibly interpret and use statistical analysis conducted by others. The course emphasizes effective decision making techniques using the power of statistics.

MPA 531 Public Sector Technology 3 credits

This course explores ways in which technology is transforming the public sector. It analyzes the use of new technologies and strategies to identify needs, develop solutions, and deliver services more effectively. Students will discuss technology in such areas as public safety, education, transportation, economic development, finance, administration, and health and human services.

MPA 640 Crisis Management in Public Organizations 3 credits

This course introduces policy, planning, and management issues that arise in preparing for and responding to disasters and emergencies that have broad effects on people and property. You will examine the responsibilities and practices of government and nonprofit organizations in response to both natural and human events. The course emphasizes the role of human services organizations in providing assistance to people and communities affected by disasters in the immediate aftermath and for longer-term recovery.

Cross listed with MCJ 640

MPA 651 Contemporary Issues in Nonprofit Management 3 credits

This course explores the unique characteristics of non-profit organizations, and the impact of current issues on these entities in the United States. You will learn to expand your management and analytical skills, and your knowledge of the nonprofit sector in general, utilizing specific nonprofit management principles and techniques. Learning how to navigate the stakeholders in the nonprofit sector is a skill that is integral to management in the public arena.

MPA 698 Capstone in Public Administration 3 credits

Prerequisite: This course must be taken as the final course in the program, advisor approval required.

The capstone course represents a culmination of your public administration skills, by integrating classroom learning with practical experience. You will apply your skills to solve real problems for public and nonprofit organizations. Students draw on the coursework and their own work experiences to develop specific recommendations for design, implementation, and evaluation of the project tasks.

PBH 592 Biostatistics 3 credits

To succeed in the field of public health, the ability to understand and apply basic statistical methods that are commonly used in the design and analyses of biomedical and public health investigations is essential. The major topics covered in this course include types of data, study designs, probability, hypothesis testing, power, and sample size. An emphasis will be placed on applying the appropriate statistical methods and subsequent interpretation to public health environments.

Students not in the Public Health Concentration may take HSC 580 Research and Applied Statistics instead of this course.

PBH 603 Behavioral Health and Social Environment 3 credits

This course provides students an opportunity to examine theories, concepts, and models from the social and behavioral sciences, as they form

the basis for health education and public health interventions on a variety of levels. Models of individual and interpersonal health behavior are examined, as well as community and group models of health behavior change. This course also addresses the emerging use of technology and social media in behavioral health interventions.

PBH 604 Epidemiology — 3 credits

The science of epidemiology is essential in planning disease prevention interventions, understanding disease transmission, identifying trends in morbidity and mortality, and providing a basis for the development of public health policy. This course serves as an introduction to the concepts and methods of epidemiology. Students explore factors related to the etiology and distribution of illness in populations, including exposure, transmission, and prevention. Methodologies used in surveillance techniques will be explored.

PBH 609 Critical Issues in Public Health — 3 credits

This course examines emerging population-based issues, changing public and health policies, and contemporary global health concerns. Students explore current public health issues within the context of their impact on national and global populations. Critical issues discussed include natural and man-made disasters, food and environmental safety, veterans' health, infectious and chronic diseases, human rights violations, and more.

PBH 613 Program Planning and Evaluation for Public Health — 3 credits

This course examines the history and development of health promotion programs as they impact the health of populations. Students hone their skills in applying theory to design, implement, and evaluate programs that competently address cultural, psychological, and behavioral factors impacting public health outcomes.

PBH 647 Vulnerable Populations — 3 credits

In this course, students explore the meanings of health and vulnerability at the community and societal levels as well as the factors that contribute to differential access to health care. Selected theories and models for identifying and addressing underlying causes of vulnerability are explored, using social justice as a guiding ethical framework and the lens for viewing controversies, political debates, and opportunities for policy and practice change.

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