



# BUSINESS Catalog





## 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](http://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, <http://www.abet.org>. The bachelor's degree program in information technology is accredited by the Computing Accreditation Commission of ABET, <http://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 Assembly for Collegiate 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: *Finance, General Accounting, General Business, Global Business, Management of Human Resources, Management of*

*Information Systems, Marketing, and Operations Management; and the Master of Business Administration (MBA) with concentrations in: General Track (no concentration), Cybersecurity Management, Health Care Management, Human Performance Technology, Human Resource Management, Leadership, Social Media Management, and Technology Management.*

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

## RECOGNITION

The Master of Arts in Liberal Studies program has been accepted into full membership by the Association of Graduate Liberal Studies Programs (AGLSP).

The American Council on Education's College Credit Recommendation Service (ACE CREDIT) has evaluated and made college credit recommendations for Excelsior College Examinations.

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



DR. LIFANG SHIH, PhD

Dear Student:

Welcome to Excelsior College! We are excited and honored that you chose the School of Business & Technology to take the next step in achieving your educational and professional goals.

Your interest in our business programs comes at a great time. The combination of academic rigor and practical focus will enable you to attain careers in high-demand industries like accounting, finance, human resources, and marketing. New programs in emerging fields like logistics and a strong emphasis on leadership also ensure that graduates will have the necessary skills to succeed in the 21st-century economy. The School of Business & Technology is committed to preparing a skilled and credentialed workforce to support the increasing demand in the industry. The time to earn a degree or certificate—or simply update knowledge and skills through an online course—has never been better.

As a not-for-profit, private institution of higher education chartered by the New York State Board of Regents, Excelsior College is fully accredited by the Commission of Higher Education of the Middle States Association of Colleges and Schools, one of the oldest and most respected regional accreditors in the United States. Additionally, within our division of business, two programs are accredited by the International Assembly for Collegiate Business Education (IACBE), and three of our programs are aligned with the Society for Human Resources Management. These specialized accreditations and alignments to industry attest to the quality of our programs in preparing students for the workforce.

Our priority is and always will be our students. Excelsior prides itself on its more than 40 years of experience in serving adult learners. We're an institution that accepts prior coursework, work experience, and industrial certifications for college credits, and provides you with flexible and affordable ways to achieve your educational goals.

In this catalog, you will find detailed descriptions of the many degree options available through the School of Business & Technology. We encourage you to review it and contact us if you have any questions.

Thank you for taking the time to view our course catalog. The School of Business & Technology, our faculty, staff, and academic advisors are committed to your academic and professional success.

Sincerely,

A handwritten signature in cursive script that reads "Lifang Shih".

Dr. Lifang Shih,  
Dean, School of Business & Technology

## LIMITATIONS

Information in this catalog is current as of December 2017, 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.

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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](http://ope.ed.gov/security)

# TABLE OF CONTENTS

<b>Message from the Dean</b>	i	<b>Graduate Degree Programs in Business</b>	31
Important Information for All Students	v	Master of Business Administration	32
Choosing a Degree Program in Business	1	<i>Degree Chart</i>	40
Requirements and Policies for		Master of Science in Management	41
All Business Degrees	2	<i>Degree Chart</i>	45
<b>Associate Degree Program in Business</b>	5	<b>Courses</b>	46
Associate in Applied Science in		Undergraduate Level Courses	46
Administrative/Management Studies	6	Graduate Level Courses	52
<i>Degree Chart</i>	8	<b>Excelsior College Board of Trustees</b>	58
<b>Bachelor's Degree Programs in Business</b>	9	<b>Excelsior College Leadership Staff</b>	59
Requirements and Policies Specific to the		<b>School of Business &amp; Technology</b>	
Bachelor's Degrees in Business	10	Faculty Members, Faculty and	
Bachelor of Science in Business		Advisory Committee	60
(with concentration)	11	<b>New York State Education</b>	
<i>Degree Chart</i>	21	Department Inventory of	
Bachelor of Science in Business to		Registered Programs	62
Master of Business Administration			
(Dual Degree Track)	22		
<i>Degree Chart</i>	26		
Bachelor of Professional Studies			
in Business and Management	27		
<i>Degree Chart</i>	30		

## **THE EXCELSIOR COLLEGE SCHOOL OF BUSINESS & TECHNOLOGY**

### **MISSION**

The mission of the School of Business and Technology is to empower learners to achieve academic and professional success. Through the assessment of prior learning and aggregation of credit, rigorous course design, high quality instruction and engaging student support, the school provides learners with flexible pathways to achieve their personal aspirations.

### **VISION**

The School of Business and Technology will provide a diversified approach to degree completion to serve adult learners in achieving their educational and career aspirations.

# IMPORTANT INFORMATION FOR ALL STUDENTS

## Student Policy Handbook

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. 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.

Policies and procedures that apply only to a specific degree program are listed in the appropriate school catalog. You may download a copy of the [Student Policy Handbook from our website](#). File your handbook with your other important academic papers and this program catalog for easy reference.

## Standardized Testing Participation

Students have a responsibility to participate in standardized tests (an example is the “Proficiency Profile” published by Educational Testing Services) that may be required during the period of their enrollment. These tests may be in addition to regular coursework and are required to gather critical information on achievement of student learning. Students are expected to actively participate and make every effort to do their best on these assessments to produce scores that accurately reflect their abilities. The results from these assessments will not be part of the course grade but are crucial for the purpose of program improvement and are frequently required by regulators and accreditation agencies. Participation in these assessments contributes toward increasing the value of the degree by providing evidence of student learning to external organizations, employers, and the general public.

## Excelsior College Website

Through the College’s [website](#), 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 tailored to your specific academic program as well as general announcements from the College.

## General Education Outcomes for All Undergraduate Degree Programs

Each undergraduate degree program has a strong arts and sciences component designed to help you develop a broad-based understanding of multiple disciplines, to provide a breadth of academic experience to enrich your life, and to allow you to become more informed and engaged as a citizen and a lifelong learner in an increasingly complex and changing world. This arts and sciences component, offered in a delivery model of flexibility, quality, and accessibility that is based on adult learning theory, helps you to integrate knowledge from multiple sources and experiences in diverse ways of knowing. These guiding principles have thus formed the five learning goals for General Education at Excelsior College.

### A. Communication and Oral Expression

Upon completion of their degree programs, Excelsior students will be able to express themselves effectively in English, both orally and in writing, and with clarity, persuasiveness, and coherence using standard conventions of communication.

### B. Mathematics and Scientific Method

Upon completion of their degree programs, Excelsior students will use scientific reasoning and basic mathematical calculations in problem solving in their daily lives.

### C. Information Literacy

Upon completion of the program, students will have learned to evaluate information critically. They will have learned to identify the amount and type of information needed, to locate and effectively access information, to evaluate the source of information, and to use it as per legal and ethical considerations.

#### D. Diversity and Global Understanding

Excelsior students will gain an understanding of a global society and appreciation for the complexities of diversity so they will be able to interact effectively with people from backgrounds and cultures different from their own. They will challenge their own sense of “self” vis-à-vis an understanding of those with different thoughts, beliefs, and traditional behaviors.

#### E. Ethics

Upon completion of the program, students will recognize the importance of ethical behaviors and decision-making.

For more information on the General Education goals and outcomes, visit [www.excelsior.edu/gened](http://www.excelsior.edu/gened).

### Average Time to Degree Completion

Excelsior’s degree programs are designed to be completed at your own pace. However, at Excelsior, 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.

### Requirements for All Degree Programs

Students in all undergraduate degree programs at Excelsior College are required to meet requirements in the following general education categories:

- ▶ Information Literacy
- ▶ Written English
- ▶ Ethics
- ▶ Humanities
- ▶ Social Sciences and History
- ▶ Natural Sciences and Mathematics

Each degree program may require credits in specific, core subjects, within the categories listed above.

Students must work closely with their academic advisors to plan how to meet the requirements that are in place for their particular degree program.

Coursework used in transfer to satisfy the written English requirement must be from an English-speaking institution. English as a Second Language courses may not be used to satisfy the written English requirement.

### Technology Literacy

Excelsior College Definition of Technology Literacy  
*Based on State Educational Technology Directors Association (SETDA)*

Excelsior College defines technology literacy as the ability to identify and responsibly use appropriate technology to communicate, solve problems, and 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.

#### Baseline Technology Skills and Resources

Prior to being admitted to Excelsior College, all students should be knowledgeable in the use of a personal computer (Windows or Macintosh). Entering students should have the ability to

- ▶ use a personal computer,
- ▶ use office automation programs to create, edit, store and print documents,
- ▶ use electronic communication tools, and search and retrieve information from electronic resources to complete assignments and activities.

Students must have reliable access to a computer with Internet connectivity.

Student’s computer and operating systems must meet the minimal technical requirements as noted in the Excelsior College Computer System Requirements ([www.excelsior.edu/system-requirements](http://www.excelsior.edu/system-requirements)).

Students must be able to use required software applications.

Students need to use the Excelsior College website to access information, resources, and the Message Center, and to participate in activities. See the Excelsior College Electronic Use policy ([www.excelsior.edu/electronic-use-policy](http://www.excelsior.edu/electronic-use-policy)).

Students are required to conduct themselves appropriately and professionally at all times, including online.

Students need to use the Excelsior College website to access information, resources, and the Message Center.

See the Excelsior College Electronic Use policy ([excelsior.edu/electronic-use-policy](http://excelsior.edu/electronic-use-policy)).

Students are required to conduct themselves appropriately and professionally at all times, including online.



## CHOOSING A DEGREE PROGRAM IN BUSINESS

You may find it helpful to compare the requirements for each degree with your own educational background and career aspirations to determine the best degree for you. Professionals in your field of choice may be able to advise you about the preparation necessary for particular areas, and graduate school admissions counselors can advise you about requirements for entry into specific graduate schools. Excelsior College academic advisors can offer you general information about how previous study might apply to degree requirements and about your general options for continued study.



## Requirements and Policies for All Business Degrees

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Every Excelsior College business degree program requires a specific number of semester hours of credit in each of its component areas. These areas include an arts and sciences component, a business or career/professional component, and a free elective component in which you may earn credits through applicable coursework or examinations in subject areas of interest to you. In the following pages, you will find a chart relevant to each degree program, which provides a graphic representation of the credit needed to fulfill the requirements.

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### Policies Specific to the Business Programs

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 business degree programs are listed on the following pages. File your Student Policy Handbook with your other important academic papers and this program catalog for easy reference.

#### Second Degree Restrictions

No student is permitted to earn a second business degree in the same or similar area of study or focus. Please refer to your Student Policy Handbook for specific information.

#### Minimum Academic Average

You must have a cumulative grade point average of C (2.00) or better for undergraduate degrees, and a cumulative grade point average of B (3.0) or better for graduate degrees, in order to qualify for graduation from Excelsior College. In addition, only course or examination grades of C (or better), P (Pass), or a score acceptable to the Excelsior College faculty will qualify toward satisfying the business requirements. Refer to the Student Policy Handbook for complete information.

#### Time Limit on Transfer of Credit

Only those business courses completed within 15 years of the date of your enrollment may be used for credit toward the business component of all Bachelor of Science in Business (with concentration) degrees. However, credit earned more than 15 years prior to your enrollment may be applied to the arts and sciences component requirements. Also, nonduplicative business

credit earned more than 15 years prior to your enrollment may be applied as free elective credit.

There is no time limit on the transfer of credit to any component of the Associate in Applied Science in Administrative/Management Studies or the Bachelor of Professional Studies in Business and Management.

There is a 10-year time limit on courses that may be used to satisfy the requirements for the MBA and MS in Management degree programs.

Students pursuing the MBA and MS in Management have a maximum of 10 years from the date of enrollment to complete the programs.

#### Diversity

Excelsior College encourages you to plan your degree program to include study of the perspectives of various ethnic and cultural groups as well as investigation of the fundamental assumptions of Western civilization.

#### Sources of Credit Applicable Toward Your Degree

There are a variety of means by which you may earn credit for your degree, including Excelsior College online courses, campus-based courses, UExcel® exams, and accredited proficiency examinations. All transfer credit must have a minimum grade of C-.

Information about acceptable examination programs can be found in our exam guide, available for download at our website.

### Requirements for All Business Degree Programs

#### Written English Requirement (WER)

Students are required to demonstrate competence in expository writing in English.

- ▶ Associate Degree students must complete one expository writing course or examination (minimum three credit hours or four quarter hour credits) with a minimum of C grade. This must be completed within the first 13 Excelsior College credits attempted.

- ▶ Bachelor's degrees students must complete two expository writing courses or examinations (minimum six credit hours or eight quarter hour credits) with a minimum of C grade  
OR
- ▶ one expository writing course or examination (minimum three credit hours or four quarter hour credits) and one applied writing or writing intensive course (minimum three credit hours or four quarter hour credits). The expository writing course must be completed within the first 13 Excelsior College credits attempted.

## Methods of Satisfying the Written English Requirement Examination

### A. Examination

1. *Excelsior College® Examination*  
ENGx111 English Composition (fulfills the requirement for associate and bachelor's degrees)
2. *UExcel® examination*  
ENGx110 College Writing (fulfills the requirement for the associate degrees; partially fulfills the requirement for the bachelor's degrees)
3. *Advanced Placement (AP)*  
English Examinations (fulfills the requirement for associate and bachelor degrees)

Excelsior College does not accept the CLEP General Examination in English Composition with Essay toward this requirement.

### B. College coursework

See requirements above.

Coursework must be from an English-speaking institution. English as second language courses may not be used to satisfy this requirement.

### C. Statement of Equivalency

Submission of an official statement from a regionally accredited institution, from which transfer credit is being accepted, verifying satisfactory completion of the student's writing requirement. The statement must reflect whether the institution had a one-course or two-course writing requirement in effect at the time of the student's matriculation.

### D. Noncollegiate-sponsored instruction

Successful completion of a noncollegiate-sponsored instructional writing course or

program that has been evaluated by either the NYS Board of Regents National Program on Non-collegiate Sponsored Instruction (National PONSi) or the American Council on Education Center for Adult Learning and Educational Credentials (ACE CREDIT), and contains a recommendation of at least three semester-hour credits for the course; this course must contain an actual assessment of the student's competence in expository writing in English.

A maximum of two 3–4 credit hour courses or three quarter-credit courses in English composition/freshman English courses will apply toward degree requirements. Courses or examinations used to fulfill the Written English Requirement may not be used to satisfy the Humanities requirement.

## Information Literacy Requirement

Students are expected to demonstrate competency in information literacy. The standards, performance indicators, and outcomes for this requirement were selected from the Association of College and Research Libraries (ACRL) Information Literacy Competency Standards for Higher Education. Competency will be assessed through a 1-credit pass/fail course offered online by Excelsior College [INL 102 Information Literacy] or through successful completion of a course taken at a regionally accredited college covering comparable content.

The information-literate student will be able to:

- ▶ determine the nature and extent of the information needed.
- ▶ access needed information effectively and efficiently.
- ▶ evaluate information and its sources critically.
- ▶ incorporate selected information into their knowledge base and value system.
- ▶ understand many of the economic, legal, and social issues surrounding the use of information.
- ▶ access and use information ethically and legally.

Students seeking additional information should check the Excelsior College website or consult with their academic advising team.

Requirements listed with an "x" in the prefix indicate examinations; requirements listed without an "x" in the prefix indicate courses.





## ASSOCIATE DEGREE PROGRAM IN BUSINESS

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For the business student, the Excelsior College School of Business & Technology offers a flexible program at the associate level that is designed to meet a variety of student needs. Whether you are seeking career advancement or looking to continue on to one of our bachelor's degrees, the associate degree will prepare you for exciting career opportunities in high-growth industries. Allowing students the flexibility to apply workplace and military training as credit helps accelerate the path to your degree.



[facebook.com/groups/businessandtechnology](https://facebook.com/groups/businessandtechnology)



[linkedin.com/groups/5146854](https://linkedin.com/groups/5146854)

## ASSOCIATE IN APPLIED SCIENCE IN ADMINISTRATIVE/MANAGEMENT STUDIES

For the business student, Excelsior College School of Business & Technology offers a flexible program at the associate level. The program is designed for students seeking career advancement or looking to continue their studies in one of our bachelor's degree programs. This degree program comprises learning and professional skill development in the areas of administration and/or management. The associate degree prepares students for high-growth industries, and individuals exploring careers in the following business administration areas will benefit from this degree program: personnel/office administration, recordkeeping, data entry, clerical, secretarial, word processing/typing, reception/front office administration, and customer/guest services. Moreover, individuals exploring careers in the following business management areas will benefit from this degree program: human resources/relations management, file/inventory management, personnel management, facilities/equipment management, and general management.

Graduates of the Associate in Applied Science in Administrative/Management Studies program who are interested in continuing to baccalaureate-level study should contact the business advising team for advice in the preferred program of study. See chart on [page 8](#) for a graphic representation of credit required for this degree program. A description of outcomes and specific degree requirements follows.

### Program Outcomes

Upon successful completion of the Excelsior College Associate in Applied Science in Administrative/Management Studies program, the graduate will be able to:

1. Recognize key management concepts, theories, and practices within the field of business.
2. Apply good judgment and business ethical reasoning to problems and scenarios that commonly arise in business organizations.
3. Apply business theories and concepts to selected business problems.
4. Communicate clearly, appropriately, and persuasively to a business audience.
5. Utilize business computer applications and information technologies to organize and interpret business data and information.
6. Apply scientific reasoning and college-level mathematics to real-world business problems.

### Degree Requirements

A minimum of 60 credits is required for the Associate in Applied Science in Administrative/Management Studies, distributed as follows:

- ▶ 20 credits minimum in the arts and sciences
- ▶ 20 credits minimum in the business component
- ▶ 20 credits of electives (to include information literacy)

### Arts and Sciences Component (20 credits)

Arts and sciences are those areas of study classified as humanities, social sciences/history, and natural sciences/mathematics. The Associate in Applied Science in Administrative/Management Studies requires a minimum of 20 credits in the arts and sciences distributed as follows:

- ▶ 6 credits in the humanities, including 3 credits in English Composition to fulfill the College's written English requirement and 3 credits in ethics;
- ▶ 6 credits in social sciences/history, including 3 credits in behavioral sciences;
- ▶ 6 credits in natural sciences/mathematics to include 3 credits in natural sciences and 3 credits in mathematics;
- ▶ 2 credits in any arts and sciences area.

Excess credits in arts and sciences or in the business component may be applied toward electives.

### Humanities

At least 6 credits must be earned in humanities subjects — 3 of those 6 credits must be earned through completion of an examination or course used to satisfy the written English requirement (see [page 2](#)). The remaining 3 credits must be in ethics.

### Social Sciences/History

At least 6 credits must be earned in social sciences/history of which 3 must be in behavioral sciences. Social sciences/history subjects include, but are not limited to, anthropology, sociology, government, political science, psychology, geography, history, and economics.

## Natural Sciences and Mathematics

At least 6 credits must be earned in natural sciences/mathematics. A minimum of 3 credits in college-level math courses and a minimum of 3 credits in natural sciences may be applied toward degree requirements. Natural sciences/mathematics subjects include, but are not limited to, anatomy and physiology, microbiology, chemistry, biology, genetics, zoology, physics, precalculus, intermediate algebra, geometry, trigonometry, finite mathematics, astronomy, geology, and oceanography.

## Arts and Sciences Electives

A maximum of 2 credits may be applied in this area.

## Business Component (20 credits)

The Associate in Applied Science in Administrative/Management Studies requires a minimum of 20 credits in the career component. The business component consists of business credits related to your career field and primarily applies to those with military backgrounds. A maximum of 9 credits in computer courses/exams may be applied and must include a course/exam in computers, such as **IT 221 Introduction to Computers**. A grade of C or better is required for all applicable credit.

**BUS 299 Business Strategy (capstone)** is the required capstone course included in the business component.

The following list shows the classification of military career fields according to the Associate in Applied Science in Administrative/Management Studies program. Career fields have been categorized to assist you in designing your program. If you have earned examination or coursework credit beyond military educational experience, you may choose another degree area that better fits your educational goal. Career fields that do not appear on this list may be appropriate for other Excelsior College degrees.

## Military Career Fields

### Army MOSs

00Z, 11B, 11C, 11H, 11M, 11Z, 13B, 13C, 13D, 13E, 13F, 13M, 13P, 13R, 13T, 13Z, 14D, 14J, 14L, 14M, 14R, 14S, 14Z, 18B, 18C, 18D, 18E, 18F, 18Z, 19D, 19K, 19Z, 25Z, 37F, 38A, 43M, 57E, 71D, 71G, 71L, 71M, 73C, 73D, 73Z, 75B, 75F, 75H, 76J, 79R, 79S, 79T, 88H, 88K, 88M, 88N, 88X, 88Z, 91B, 91M, 92A, 92G, 92M, 92R, 92Y, 92Z, 93C, 93F, 93P, 95B, 95C, 95D, 96B, 96D, 96H, 96R, 96U, 96Z, 97B, 97E, 97L, 97Z, 98C, 98G, 98H, 98J, 98K, 98Z, and related Warrant Officer MOSs.

### Navy Ratings

AC, AK, AZ, BM, CTA, CTI, CTO, CTR, DK, IS, LN, MA, MS, NC, PC, PN, QM, RP, SH, SK, SM, YN, and related Warrant Officer and Limited Duty Officer Ratings

### Marine Corps MOSs

0150160230310320330332, 0340350352, 0369, 0810842, 0844, 0861171181811812, 2622629, 2632643, 2652672673, 2674, 2675, 3043, 3044, 3112, 3383423453529, 3533, 3537, 4425815812, 5836396597047324, 8438618915

### Coast Guard Ratings

BM, IV, PS, QM, RD, SK, SS, TC, YN, and related Warrant Officer Ratings

## Electives (20 credits)

The Associate in Applied Science in Administrative/Management Studies allows room for up to 20 credits in electives. Applied to this component is the 1-credit information literacy requirement. See [page 3](#) for more information about this requirement.

Although you may have already fulfilled the minimum credit requirements in the arts and sciences and career component of your degree, you may still need to earn additional credit to fulfill the total 60-credit requirement. To do this, you may apply any of the following:

- ▶ arts and sciences credit above the minimum required
- ▶ business component credit above the minimum required
- ▶ elective credit

Elective credit may be earned in any field of college study, including business and other professional, technical, or career areas, as well as in the arts and sciences. Examples include military science, health, nursing, engineering, education, computer science, home economics, secretarial science, architecture, drafting, auto mechanics, law, social work, and criminal justice. A maximum of two credits in physical education activity courses may be applied to the degree.



# Associate in Applied Science in Administrative/Management Studies

**60**  
CREDITS

ARTS AND SCIENCES COMPONENT	CREDIT HOURS
▶ Written English Requirement	3
▶ Humanities <sup>①</sup> Must include Ethics	3
▶ Social Sciences/History Requirement Must include 3 credits in behavioral sciences subjects	6
▶ Natural Sciences and Mathematics Must include 3 credits in natural sciences and 3 credits in mathematics.	6
▶ Arts and Sciences Electives	2
<b>TOTAL CREDITS FOR ARTS AND SCIENCES COMPONENT</b>	<b>20</b>
BUSINESS COMPONENT <sup>②</sup>	CREDIT HOURS
▶ Computers	3
▶ Business Electives	14
▶ BUS 299 Business Strategy (capstone) <sup>③</sup>	3
<b>TOTAL CREDITS FOR CAREER COMPONENT</b>	<b>20</b>
ELECTIVE COMPONENT	CREDIT HOURS
▶ Free Elective Component Includes 1-credit Information Literacy Requirement.	20
<b>TOTAL CREDITS FOR FREE ELECTIVE COMPONENT</b>	<b>20</b>
<b>TOTAL DEGREE CREDITS REQUIRED</b>	<b>60</b>

<sup>①</sup> Exception to general education curriculum requirements for the minimum of 6 credits in Humanities.

<sup>②</sup> No more than 9 credits in IT can apply to the business component.

<sup>③</sup> BUS 299 Business Strategy (capstone) is required and must be taken through Excelsior College. It cannot be transferred in. A grade of "C" or higher is required.



## BACHELOR'S DEGREE PROGRAMS IN BUSINESS



For the business student, the Excelsior College School of Business & Technology offers a number of relevant bachelor's degree programs. Many focus specifically on high-growth industries with exciting career opportunities. And you may apply workplace and military training as credit, as appropriate, accelerating the path to your degree.



Excelsior College offers a virtual student chapter of the Society for Human Resource Management (SHRM). Memberships are open to currently enrolled Excelsior College students.



[facebook.com/groups/businessandtechnology](https://facebook.com/groups/businessandtechnology)



[linkedin.com/groups/5146854](https://linkedin.com/groups/5146854)

## Requirements and Policies Specific to the Bachelor's Degrees in Business

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Every Excelsior College degree program requires a specific number of credits in each of its component areas. The chart relevant to your degree program shows a graphic representation of the credit needed to fulfill all the requirements for your chosen degree.

The Excelsior College Bachelor of Science in Business (with concentration), the Bachelor of Science in Business to Master of Business Administration (Dual Degree Track), and the Bachelor of Professional Studies in Business and Management are composed of three major components: arts and sciences, business, and elective credit. The three components and their respective requirements are explained in the following sections.

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### Policies Specific to the Business Programs

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 bachelor's programs in business are listed on the following pages. File your handbook with this program catalog and your other important academic papers for easy reference.

The program educational objectives, program outcomes, and specific degree requirements for the degree programs listed above are on the following pages.

### 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 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.

# BACHELOR OF SCIENCE IN BUSINESS (WITH CONCENTRATION)

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The Bachelor of Science in Business is a competency-based degree program focused on preparing students to become business managers and leaders. The program puts special emphasis on developing the knowledge, professional skills, attitudes, and values required for a business person to meet the demands of a 21st-century workforce. To do this, the program emphasizes 15 competency areas that provide students with a broad professional foundation in the functional components of business, as well as with a strong liberal arts base to ensure students have academic breadth and the commitment to lifelong learning needed to adapt to and succeed in an ever-changing world. The integration of all 15 competency areas allows students to apply what they have learned within the degree program to the real-world contexts of the business world.

Student progress within the degree program is based on the demonstration of proficiency, and is attainable through multiple flexible pathways—online courses, credit by exam, and credit aggregation. These avenues can be used in the combination best suited to the preferences of the student.

The course option provides a pathway for students who desire a structured, instructor-led classroom experience. The exam experience provides students with an independent study option, where grades are solely determined by their performance on an exam. Study for the exams is supported by free open educational resources. Finally, students have the opportunity to earn credits elsewhere and transfer them into the degree program to satisfy requirements. Each of these pathways allow students to customize and tailor the program to their own needs and learning styles.

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## 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.

## Degree Requirements

The Bachelor of Science in Business (with concentration) requires a minimum of 120 credits, distributed as follows:

- ▶ 60 credits minimum in the arts and sciences
- ▶ 51 credits minimum in the business component
- ▶ 9 credits in the elective credit component

### Arts and Sciences Component (60 credits)

Arts and sciences are those areas of study classified as humanities, social sciences/history, and natural sciences and mathematics. Excelsior College business degrees require a minimum number of credits in humanities and social sciences/history as part of the arts and sciences component:

- ▶ 6-credit written English requirement
- ▶ 9 credits in humanities (must include Ethics)
- ▶ 15 credits in social sciences/history (must include microeconomics and macroeconomics)
- ▶ 9 credits in natural sciences and mathematics to include a math course at the level of precalculus or above, statistics, and a course in natural sciences
- ▶ up to 21 credits in any arts and sciences area (must include **Organizational Behavior** and **Quantitative Analysis**)

Excess credits in arts and science or in the business component may be applied toward electives.

### Humanities

You must successfully complete at least 9 credits in the humanities.

- A. A minimum of 3 credits must be earned in Business Ethics [BUS 323 Business Ethics, BUSx323 Business Ethics].
- B. A minimum of 6 credits must be earned in other humanities subjects such as art, literature, philosophy, religion, theatre, speech, and foreign languages.

Humanities subjects include, but are not limited to, art, music, literature, foreign language, philosophy, religion, speech, and creative/advanced writing.

Examinations or courses used to satisfy the written English requirement may not be applied toward the humanities requirement.

### Social Sciences/History

You must successfully complete a minimum of 15 credits in the social sciences/history and must include microeconomics and macroeconomics. Social sciences/history subjects include, but are not limited to, anthropology, sociology, government, political science, psychology, geography, history, and economics.

### Natural Sciences and Mathematics

You must successfully complete a minimum of 9 credits in natural sciences and mathematics comprising a 3-credit course in precalculus (or higher math), a 3-credit course in statistics, and a 3-credit course in a natural science.

Natural sciences and mathematics subjects include, but are not limited to, anatomy and physiology, microbiology, chemistry, biology, genetics, zoology, physics, precalculus, calculus, astronomy, geology, and oceanography.

Only three college-level math courses below the level of calculus may be applied to degree requirements.

### Arts and Sciences Core Requirements

You must earn a minimum grade of C in each of the following arts and sciences core requirements:

**A. Written English Requirement**

At least 6 credits must be taken to satisfy the written English requirement (see [page 2](#)).



**B. Ethics**

Study of ethics theory, personal values, and the impacts of organizational culture. An understanding of how ethical principles relate to the organizations in which people function, and the effects of the organization's ethics on its reputation, functioning, and performance.

The ethics requirement may be satisfied with credits from ethics-related courses [**BUS 323 Business Ethics**, **BUSx323 Business Ethics**, **BUSx310 Ethics Theory & Practice**].

**C. Microeconomics**

Elementary analysis of economic theory as it relates to the individual consumer and individual firm. Topics covered include supply and demand, consumption and revenue, production and cost, and analysis of output and input markets.

The microeconomics requirement may be satisfied with credits from coursework in any of the following subjects: introductory microeconomics, principles of economics [micro], managerial economics [**ECO 260 Introduction to Microeconomics**, **ECOx260 Introduction to Microeconomics**].

**D. Macroeconomics**

Study of concepts and methods of economic analysis as well as gross national product, unemployment, money, and theory of national income.

The macroeconomics requirement may be satisfied with credits from coursework in any of the following subjects: introductory macroeconomics, principles of economics [macro] [**ECO 262 Introduction to Macroeconomics**, **ECOx262 Introduction to Macroeconomics**].

**E. Mathematics (at the level of precalculus or higher)**

Study of exponents, logarithms, polynomial equations, solution of linear and quadratic equations in more than one unknown, determinants, matrices, permutations and combinations, mathematical induction, binomial theorem, probability, arithmetic, and geometric progressions.

This course typically precedes calculus in a college math sequence. Elementary or

intermediate algebra courses will not apply to the mathematics requirement.

The mathematics requirement may be satisfied with credits from coursework in any of the following subjects: college algebra, precalculus [**MAT 116 Precalculus Algebra**, **MATx116 Precalculus Algebra**].

**F. Statistics**

Introduction to the basic concepts of probability and statistics, sample statistics, discrete and continuous probability distributions, confidence intervals, estimation, and regression.

The statistics requirement may be satisfied with credits from coursework in any of the following subjects: business statistics, economic statistics, elementary statistics, introductory statistics, statistics for the social sciences, any statistics course that covers descriptive and inferential statistics [**BUS 233 Business Statistics**, **MATx210 Statistics**].

**G. Organizational Behavior**

An overview of human behavior in work organizations. It examines theoretical, empirical, and applications issues from individual, interpersonal, group, and organizational perspectives. Topics include the overview and history of the field, perceptions, attitudes, learning processes, personality, motivation, stress, performance appraisal, group dynamics, leadership, communication, decision making, job design, organizational structure and design, organizational change, and development [**BUS 311 Organizational Behavior**, **BUSx315 Organizational Behavior**].

**H. Quantitative Analysis**

Quantitative methods and techniques for decision support in a management environment, including applications of the computer. It will include formal project management tools and techniques, such as Gantt charts, Program Evaluation and Review Techniques (PERT) and Critical Path Method (CPM) charts, use of time series analysis for forecasting, applications of regression analysis in management, and aspects of decision theory and simple modeling. Several components include the use of computer software [**BUS 430 Quantitative Methods**, **BUSx437 Quantitative Analysis**].

### **Business Component (51 credits)**

The business component includes a core requirement that helps you gain basic knowledge in business administration and the underlying discipline of decision making. Many of the required core courses are offered by community colleges, while some may be available only at four-year institutions. Credit in the business component of your degree is earned from core courses, both lower-level and upper-level business elective courses, and concentration subjects. A grade of C or better is required for applicable credit.

All credit you apply to the business component of your degree must have been earned fewer than 15 years prior to your enrollment date.

#### **Business Component Core Requirements**

The following business subjects comprise the core requirements for the degree program. Refer to the course description section of the catalog beginning on [page 46](#) to locate courses that meet the appropriate subject area. In general, a course or exam worth 3 credits will satisfy each core requirement.

##### **A. Financial Accounting**

Financial accounting subjects include, but are not limited to, fundamentals of accounting I, principles of accounting I [ACC 211 Financial Accounting, ACCx211 Financial Accounting].

##### **B. Managerial Accounting**

Managerial accounting subjects include, but are not limited to, fundamentals of accounting II, introductory managerial accounting, principles of accounting II [ACC 212 Managerial Accounting, ACCx212 Managerial Accounting].

##### **C. Introduction to Business Law (United States business law)**

Subjects that may be used to satisfy this business component core requirement include, but are not limited to, business law I or II, commercial law I or II, legal environment of business [BUS 230 Business Law, BUSx230 Business Law].

##### **D. Computers**

Subjects that may be used to satisfy this business component core requirement include, but are not limited to, computer program-

ming, computer science, data processing, and introduction to management/computer information systems. Word processing credit alone will not satisfy this requirement [IT 221 Introduction to Computers, BUSx221 Business Information Systems].

There are many Excelsior College courses that will apply to the computer requirement. Please refer to our website or contact your advising team for more information. A maximum of 9 credits in Computer courses to include the Computer core requirement, maybe applied to the Business Component of all Baccalaureate Business degrees (with the exception of the Bachelor of Science in Business with a Management Information Systems).

##### **E. Business Communication**

Business communications subjects should provide students with knowledge and skills to effectively communicate (oral and written) in global, diverse business environments by using computer technologies and social media tools [BUS 222 Business Communication, BUSx220 Workplace Communication with Computers].

##### **F. Principles of Management**

Subjects that may be used to satisfy this component include, but are not limited to, introduction to management, management, management concepts [BUSx240 Principles of Management, BUS 341 Management Concepts and Applications].

##### **G. Principles of Marketing**

Subjects that may be used to satisfy this business component core requirement include, but are not limited to, introduction to marketing, marketing concepts, marketing principles [BUSx250 Principles of Marketing, BUS 351 Marketing Concepts and Application].

##### **H. Financial Management**

Subjects that may be used to satisfy this business component core requirement include, but are not limited to, business finance, corporation finance, principles of finance [BUS 350 Principles of Finance, BUSx350 Principles of Finance].

Courses in personal finance will not satisfy this requirement.

### I. International Business

Subjects that may be used to satisfy this business component core requirement include, but are not limited to, global business, international business [BUS 435 International Business].

### J. Strategic Management (Capstone)

[BUS 499 Strategic Management (Capstone)]

The capstone course is required and must be taken through Excelsior College and cannot be transferred in.

### Identifying Applicable Business Elective Courses

To see what types of courses you may find applicable as business electives, you may wish to review the course titles listed for specific business concentrations (pages 22–25 in this catalog). Courses that are either required or suggested for concentrations are considered business electives for students pursuing a Bachelor of Science in Business with a concentration in General Business.

### Identifying Applicable Business Concentration Courses

To see what types of courses you may find applicable to your selected business concentration, you should review the concentration requirements (beginning on page 16).

### Upper-Level Credit Requirements (21 credits)

All students in the Bachelor of Science in Business (with concentration) must earn a minimum of 21 upper-level business credits. If you are pursuing a business degree with a general business concentration, you may apply the upper-level credit in any approved business area. If you choose any other concentration, at least 9 of the 21 required credits of upper-level credit must be in your area of concentration.

In addition to college course credit, you may earn upper-level credit by passing examinations classified by the Excelsior College business faculty as upper level as well as by successfully completing courses or examinations evaluated by the American Council on Education (ACE) College Credit Recommendation Service of the Center for Lifelong Learning or the New York State Board of Regents National College Credit Recommendation Service (formerly known as National PONS) and accepted by the Excelsior College business faculty as upper level.

Some credit recommended as upper-level by ACE may not apply as upper-level credit toward your business degree.

The Excelsior College business faculty will not classify the following as upper-level business electives, even if such courses are numbered at the junior/senior level:

- ▶ Business Writing
- ▶ Consumer Finance
- ▶ Personal Finance

Other faculty and College policies may also affect the classification of upper-level credit.

There are many Excelsior College courses that will apply as upper-level credit in the business degrees. See our website for a list of current course offerings.

### Elective Credit Component (9 credits)

Although you may have already fulfilled the minimum credit requirements in the arts and sciences and business components of your chosen degree, you may still need to earn additional credit to fulfill the total credit requirement of your bachelor's degree. To do this, you may apply any of the following: arts and sciences credit above the minimum required, business credit above the minimum required, or free elective credit.

Free elective credit may be earned in any field of collegiate study, including business and other professional, technical, or vocational areas as well as the arts and sciences. Examples include military science, health, nursing, engineering, education, computer science, home economics, secretarial science, architecture, drafting, auto mechanics, law, social work, and criminal justice. A maximum of 2 credits for physical education activity courses may be applied.

### Information Literacy Requirement

Students are expected to demonstrate competency in information literacy. See page 3 for more information about the information literacy requirement.

## Concentrations

In addition to other business component requirements, you must also satisfy requirements specific to your chosen concentration.

The baccalaureate degree program in business offers the following concentrations:

- ▶ Finance
- ▶ General Accounting
- ▶ General Business
- ▶ Global Business
- ▶ Logistics Management
- ▶ Management of Human Resources
- ▶ Marketing
- ▶ Management of Information Systems
- ▶ Operations Management

### Finance

The finance degree curriculum is designed to help you develop a working understanding of financial decision-making processes. It also offers insight into how financial markets function. The finance concentration provides part of the necessary education for students seeking careers in business, industry, financial institutions, government, or not-for-profit organizations in positions such as financial analyst, cost engineer, securities analyst, or commercial or investment banking officer.

#### Concentration Outcomes

Upon successful completion of the Excelsior College Bachelor of Science in Business with a Finance Concentration, the graduate will be able to:

1. Describe managerial functions within global financial markets and banking institutions.
2. Integrate effective strategies for improving the financial management of domestic and foreign corporations.
3. Evaluate organizational financial risks through securities and portfolio analysis.

#### Subject Requirements for the Finance Concentration

##### A. Required Subjects

- ▶ Advanced Financial Management (sometimes called Advanced Corporate Finance) [BUS 415 Advanced Financial Management]
- ▶ Financial Markets and Institutions (or Money and Banking) [BUS 235 Financial Markets & Institutions]

- ▶ Securities Analysis (or Portfolio Management) [BUS 437 Security Analysis & Investments]

- B. Additional credit in the concentration may be earned from courses such as commercial banking management, international finance, management of financial institutions, real estate, risk and insurance, and other related courses (with approval) [BUS 317 International Finance, BUS 305 Principles of Insurance, BUS 438 Risk Control, BUS 302 Risk Management Concepts & Applications].

### General Accounting

Accounting is a changing profession that demands concern for both theory and practice. Accountants must work with people while simultaneously maintaining awareness of the human, social, legal, and environmental factors vital to the operation of an organization. There are two major types of accounting: managerial accounting and public accounting.

Managerial accountants work with people at all levels of management to develop, monitor, and review a firm's information and financial systems in order to help plan and control business activities. Career opportunities include controllership and corporate or managerial accounting as well as public accounting, internal auditing, and consulting. Public accountants work independently or with auditing firms to establish the credibility of financial reports. They often specialize in tax and other financial matters.

#### Concentration Outcomes

Upon successful completion of the Excelsior College Bachelor of Science in Business with a General Accounting concentration, the graduate will be able to:

1. Describe Generally Accepted Accounting Principles (GAAP), concepts, and theories.
2. Integrate accounting decision-making tools for evaluating financial statements, conducting audits, and performing cost accounting.
3. Evaluate individual and corporate taxation policies, regulations, and practices of business organizations.

#### Subject Requirements for the General Accounting Concentration

##### A. Required Subjects

- ▶ Intermediate Accounting I [ACC 314 Intermediate Accounting I]



- ▶ Intermediate Accounting II  
[ACC 315 Intermediate Accounting II]
- ▶ Cost Accounting  
[ACC 360 Cost Accounting]
- ▶ Taxation (United States tax)  
[ACC 417 Individual & Corporate Taxation]

B. Additional credit in the concentration may be earned from courses such as advanced accounting, auditing, fund accounting, international accounting, and other related courses with approval [ACC 370 Accounting Theory, ACC 400 Auditing].

### General Business

Earning the credit required for this concentration helps you create a strong foundation on which to build a career. The Bachelor of Science curriculum is designed to give you an overview of the entire business world. By gaining the knowledge and skills associated with this level of learning, you should acquire the background necessary for a variety of nonspecialist employment opportunities. You may find this option of particular interest if you are considering a career in small business, graduate study in business, or law school following graduation. If Excelsior College does not offer a business concentration in your field of interest, you may choose to demonstrate your preparation in the field by enrolling in the general business option and applying a block of credit in a particular business-related field as electives.

### Global Business

The curriculum for the study of global business presents an overview of the current problems and methods of analysis related to the global operations of a business. It focuses on the basic tools of analysis in global operations such as global economic analysis and analysis of the global business environment. It also incorporates study of the techniques of market penetration abroad and the evaluation of investments and financial sources. Expertise in the concentration opens career opportunities in a challenging business world that demands knowledge of global business and economic trends. Such opportunities include entry-level positions in domestic marketing and finance as well as management or entry-level global business positions.

### Concentration Outcomes

Upon successful completion of the Excelsior College Bachelor of Science in Business with a Global Business concentration, the graduate will be able to:

1. Describe the fundamental tools to examine current issues in global operations and international economies.
2. Integrate the techniques of market penetration abroad and the impact they would have on investments and financial resources.
3. Evaluate the nature and scope of international business, including the institutional, sociocultural, political, legal, ethical, and foreign investment.

### Subject Requirements for the Global Business Concentration

#### A. Required subjects

- ▶ International Finance  
[BUS 317 International Finance]
- ▶ International Marketing  
[BUS 343 International Marketing]

B. Additional credit in the concentration may be earned from courses such as export/import management, foreign market analysis, intercultural communication, international accounting, international banking/international monetary theory, international business ethics, international economics, international strategy, multinational management, and other related courses, with approval [BUS 480 Global Business Strategy, BUS 380 Managing Diversity in the Workplace, ECON 360 International Economics, POL 210 Controversies in International Law].

#### C. Required subjects—Arts and Sciences

- (applicable only to arts and sciences component requirements—not applicable to the 15 credits in the concentration)
- ▶ International Relations (International Politics) [ECON 341 Globalization]
  - ▶ Two semesters of the same foreign language

### Logistics Management

The concentration in Logistics Management focuses on the flow of material and goods throughout the manufacturing and delivery process. Logistics management is a fundamental piece of the global supply chain, which includes procurement, manufacturing, warehousing, distribution, retailing, transportation, and technical services. Employment opportunities include production planning,

inventory management, manufacturing management, global distribution, and logistics management—employment in any organization whose success depends on the global fulfillment of customers' requirements.

This concentration prepares the learner for understanding the complex strategic and analytic process of procuring, inventory control, managing, coordinating, maintaining, transporting, and distributing both goods and services. Emphasis is placed on the practical application of supply chain & project management concepts, risk management, quality control, warehousing, and distribution.

#### **Concentration Outcomes**

Upon successful completion of the Excelsior College Bachelor of Science in Business with a Logistics concentration, the graduate will be able to:

1. Integrate multidimensional methods to solve inventory control, facilities planning, warehousing, and distribution problems.
2. Analyze logistics, supply chain, and project management operations.
3. Prioritize cost reduction, risk, and maximized profits for logistics operations.

#### **Subject Requirements for the Logistics Management Concentration**

##### **A. Required Subjects:**

- ▶ Supply Chain Management  
[BUS 440 Business Supply Chain Management]
- ▶ Lean Logistics [BUS 443 Lean Logistics]
- ▶ Transportation, Warehousing, and Distribution  
[BUS 381 Transportation, Warehousing, and Distribution]

- B. Additional credits in the concentration can be earned from courses such as operations management, purchasing, inventory management, quantitative methods, project management, and other related courses (with approval):

- ▶ Purchasing  
[BUS 441 Procurement And Purchasing]
- ▶ Inventory Management  
[BUS 442 Inventory Management]
- ▶ Operations Management  
[BUS 425 Operations Management]
- ▶ Quality Control  
[BUS 360 Product, Planning, Process, and Quality Control]
- ▶ Project Management  
[IT 390 Project Management]

## **Management of Human Resources**

The curriculum in management of human resources emphasizes the management of individuals and groups in business firms, government agencies, and other organizations. Managers must be competent leaders. They coordinate work and human systems so that employees are motivated. Managers must create an environment conducive to accomplishing the objectives of both the employees and the organization. Employment opportunities in the field include general management, human resource management, labor or industrial relations, and personnel administration.

#### **Concentration Outcomes**

Upon successful completion of the Excelsior College Bachelor of Science in Business with a Management of Human Resources concentration, the graduate will be able to:

1. Describe the role and context of human resource management.
2. Integrate personnel management and research to real business scenarios.
3. Evaluate human resources management and strategies to achieve organizational goals.

#### **Subject Requirements for the Management of Human Resources Concentration**

##### **A. Required Subjects**

- ▶ Managing Human Resources  
[BUS 312 Managing Human Resources]
- ▶ Managing Diversity  
[BUS 380 Managing Diversity in the Workplace]

- B. Additional 9 credits in the concentration can be earned from courses such as leadership, recruitment, human resource technology, employee law, international human resources management, and other related courses (with approval). Below are examples of course options available to students:

- ▶ [BUS 313 International Human Resource Management]
- ▶ [BUS 314 Employee Law]
- ▶ [BUS 315 Labor Relations ]
- ▶ [BUS 325 Women in Business]
- ▶ [BUS 452 Business Leadership]
- ▶ [BUS 453 Recruitment and Selection]
- ▶ [BUS 454 Human Resource Technology]

## Management of Information Systems

The management information systems curriculum is designed to prepare you for a career as a management-oriented, technically proficient information systems professional. It provides an overview of systems design, programming, and implementation. Career options are extensive. Graduates in this field are in demand as information systems consultants, programmer analysts, and computer specialists in a wide range of public and private organizations.

### Concentration Outcomes

Upon successful completion of the Excelsior College Bachelor of Science in Business with a Management of Information Systems concentration, the graduate will be able to:

1. Identify emerging technologies and tools for information technology solutions.
2. Integrate information technologies-based solutions to meet user needs.
3. Apply best practices and standards for information technology applications.

### Subject Requirements for the Management Information Systems Concentration

#### A. Required Subjects

- ▶ A business programming language (C, C++, JAVA)  
[IT 210 Object Oriented Programming]
- ▶ Database Management  
[IT 370 Database Management Systems]
- ▶ Data Communications or Telecommunications or Networking  
[IT 250 Business Data Communication]
- ▶ Systems Analysis and Design  
[IT 418 Software Systems and Design]

- B. Additional credit in the concentration may be earned from courses such as operating systems, computer architecture, data structures and computer security.

## Marketing

Marketing is about how businesses interact with consumers and the processes by which they anticipate, analyze, and meet their needs. It is both a philosophy of doing business and a management activity that puts the customer at the heart of the organization. Whether it is the personal branding of an international celebrity, like Beyoncé, the promotion of a vacation destination, like Disneyland Paris, or the advertising of a global fast food brand, like McDonalds. Marketers both develop and apply a range of techniques—communications, creative, or technological—which will prepare marketing managers to work at both the tactical and strategic levels within organizations and across a range of global industries.

### Concentration Outcomes

Upon successful completion of the Excelsior College Bachelor of Science in Business with a Marketing concentration, the graduate will be able to:

1. Describe marketing activities and strategies that are used to shift products and services from vendors to consumers in the retail and wholesale markets.
2. Integrate marketing research to forecast trends of products and services to analyze the international and domestic markets.
3. Evaluate consumer behavior and promotional policy and determine any ethical implications.

### Subject Requirements for the Marketing Concentration

#### A. Required Subjects

- ▶ Consumer Behavior  
[BUS 225 Consumer Behavior]
- ▶ Marketing Management (sometimes called *Product Planning*)  
[BUS 375 Marketing Management]
- ▶ Market Research  
[BUS 460 Marketing Research]

- B. Additional credit in the concentration may be earned from courses such as advertising (or promotional policy), distribution channels management, international marketing, retail/wholesale management, sales management, and other related courses (with approval).  
[BUS 310 Entrepreneurial Marketing, BUS 343 International Marketing]

## **Operations Management**

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The concentration in operations management is designed for students interested in the production of goods and services and the application of quantitative methods to solve business problems in this area of increasing importance in the world economy. Business problems analyzed in this field of management include inventory control, facilities planning and location, and productivity analysis. Employment opportunities include production planning or scheduling, inventory management, and manufacturing management.

### **Concentration Outcomes**

Upon successful completion of the Excelsior College Bachelor of Science in Business with an Operations Management concentration, the graduate will be able to:

1. Describe inventory control, facilities planning and location, and the warehousing, industrial packaging and distribution of finished goods in terms of reducing costs, maximizing profits, and increasing customer service satisfaction.
2. Integrate quantitative methods to solve business and management problems and use data for decision-making processes.
3. Evaluate the design and implementation of supply chain systems and the impact on ethical issues.

### **Subject Requirements for the Operations Management Concentration**

#### **A. Required Subjects**

- ▶ Quality Control  
[BUS 360 Product, Planning, Process, and Quality Control]
- ▶ Operations Management  
[BUS 425 Operations Management]
- ▶ Operations Strategy  
[BUS 450 Operations Strategy]

- B. Additional credit in the concentration may be earned from courses such as advanced production management, forecasting, inventory control management, logistics, operations research/management science, production planning, production system design, purchasing, service control management, simulation, and other related courses (with approval). [BUS 440 Business Supply Chain Management, IT 390 Project Management]



# Bachelor of Science in Business

with concentration in: Finance, General Accounting, General Business, Global Business, Logistics Management, Management of Human Resources, Management of Information Systems, Marketing, Operations Management

**120**  
CREDITS

## ARTS AND SCIENCES COMPONENT

### CREDIT HOURS

▶ Written English Requirement	6
▶ Humanities	6
▶ Ethics	3
▶ Social Sciences/History Must include Microeconomics and Macroeconomics	15
▶ Natural Sciences and Mathematics Must include a math course at the level of Precalculus or above, Statistics, and a natural science course	9
▶ Arts and Sciences Electives Must include Organizational Behavior and Quantitative Analysis	Up to 21
<b>TOTAL (MINIMUM) CREDITS FOR ARTS AND SCIENCES COMPONENT</b>	<b>60</b>

## BUSINESS COMPONENT

### CREDIT HOURS

▶ Business Core Requirements	
Financial Accounting	3
Managerial Accounting	3
Introduction to Business Law (United States Business Law)	3
Business Communication	3
Computers	3
Principles of Management	3
Principles of Marketing	3
Financial Management	3
International Business	3
BUS 499 Strategic Management (capstone) <sup>①</sup>	3
▶ Business Electives	6
▶ Concentration Requirements Must complete 15 credits in the concentration area of which 9 credits must be upper level.	15
▶ Upper-Level Business Requirements Must complete a minimum of 21 credits at the upper level of which 9 credits must be in the concentration.	
<b>TOTAL (MINIMUM) CREDITS FOR BUSINESS COMPONENT</b>	<b>51</b>

## ELECTIVE CREDIT COMPONENT

### CREDIT HOURS

▶ Any Collegiate-Level Study May include any excess credit in Arts and Sciences and Business	8
▶ Information Literacy	1
<b>TOTAL CREDITS FOR ADDITIONAL CREDIT COMPONENT</b>	<b>9</b>
<b>TOTAL DEGREE CREDITS REQUIRED</b>	<b>120</b>

<sup>①</sup> BUS 499 Strategic Management is the required capstone course and must be taken through Excelsior College and cannot be transferred in.



# BACHELOR OF SCIENCE IN BUSINESS TO MASTER OF BUSINESS ADMINISTRATION (DUAL DEGREE TRACK)

The 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.

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## 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.

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

- ▶ Analyze real-world business problems and generate recommendations for action.
- ▶ Integrate accounting, marketing, finance, management, and economics into a strategic business analysis.
- ▶ Assess the impact of the global business environment on business situations.
- ▶ Apply quantitative methods to analysis of business situations.
- ▶ Perform ethically and professionally in business and society.
- ▶ Communicate effectively to relevant audiences orally and in written materials.
- ▶ Collaborate in teams to produce required deliverables.
- ▶ Apply project management skills to business situations.
- ▶ Assess the ethical implications of actions for diverse stakeholders.

## 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 on [page 2](#) for additional information.

#### B. Humanities

A minimum of 3 credits must be earned in Ethics<sup>①</sup> with a minimum grade of B.

A minimum of 6 credits must be earned in other humanities subjects such as art, literature, 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 Economics<sup>①</sup>, with a minimum grade of B.
4. A minimum of 6 credits must be earned in other social science/history subjects, including geography, economics, cultural anthropology, political science, sociology, and psychology.

#### D. Natural Sciences and Math

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.

#### E. 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<sup>①</sup> [BUS 311 Organizational Behavior, BUSx315 Organizational Behavior] with a minimum grade of B.
2. A minimum of 3 credits must be earned in Quantitative Analysis<sup>①</sup> [BUS 430 Quantitative Methods, BUSx437 Quantitative Analysis] with a minimum grade of B.

<sup>①</sup> Must be completed at the upper level.

### 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 on [page 3](#) 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<sup>①</sup>  
[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]

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<sup>①</sup> Must be completed at the upper level.

### 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. <sup>①</sup>  
**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. <sup>①</sup>  
 The student will be required to apply to the MBA program and will be subject to requirements and fees in place at that time if they wish to pursue the MBA after 12 months from the date of the Bachelor of Science in Business conferral.
- ▶ Students may transfer up to a maximum of 24 approved graduate credits (including nine foundation credits.).

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<sup>①</sup> Students will be required to pay all applicable fees.



## Bachelor of Science in Business (All Concentrations) to Master of Business Administration (Dual Degree Track)

**150  
CREDITS**

ARTS AND SCIENCES COMPONENT				CREDIT HOURS
▶ Written English Requirement				6
▶ Humanities Must include Ethics				9
▶ Social Sciences/History Must include Microeconomics, Macroeconomics, Economics (ECON 360 International Economics) <sup>①</sup>				15
▶ Mathematics and Natural Sciences Must include a math course at the level of Precalculus or above, Statistics, and a natural science course				9
▶ Arts and Sciences Electives Must include Organizational Behavior and Quantitative Analysis				21
BUS 311 Organizational Behavior <sup>①</sup>				
BUS 430 Quantitative Methods <sup>①</sup>				
TOTAL CREDITS FOR ARTS AND SCIENCES COMPONENT				60
BUSINESS COMPONENT				CREDIT HOURS
Upper-level Business Credit: Must complete a minimum of 21 upper-level credits. Of the credits required in a concentration, 9 must be earned at the upper level.				30
Financial Accounting	Computers	Financial Management		
Managerial Accounting	Principles of Management	International Business		
Introduction to Business Law (United States Business Law)	Principles of Marketing (BUS 351 Marketing Concepts and Applications)	BUS 499 Strategic Management (capstone)		
Business Communication				
▶ Concentration Credits				15
TOTAL CREDITS FOR BUSINESS COMPONENT				45
ELECTIVE CREDIT COMPONENT				CREDIT HOURS
▶ Free Electives May include any excess credit in Arts and Sciences, Business, or any applied professional area.				8
▶ Information Literacy				1
TOTAL CREDITS FOR ELECTIVE CREDIT COMPONENT				9
GRADUATE PHASE: (36 total graduate credits required)				
Students achieve graduate status upon completion of the bridge component and all other undergraduate requirements.				
BRIDGE COMPONENT				CREDIT HOURS
▶ Information Technology				3
▶ Global Business Environment				3
TOTAL CREDITS FOR BRIDGE COMPONENT				6
GRADUATE COURSE COMPONENT				CREDIT HOURS
Accounting for Managers	Operations Management	Strategy and Policy (capstone) <sup>②</sup>		30
Marketing	Leadership	Electives (9 elective or concentration course credits)		
Managerial Finance	Project Management Principles and Applications			
TOTAL CREDITS FOR GRADUATE COURSE COMPONENT				30
TOTAL CREDITS FOR GRADUATE PHASE				36
TOTAL DEGREE CREDITS REQUIRED				150

<sup>①</sup> Must be taken at the upper level and completed with a grade of B or above within the past 10 years.

<sup>②</sup> BUS 499 and BUS 511 Strategy and Policy are the required capstone courses and must be taken through Excelsior College. They cannot be transferred in.



# BACHELOR OF PROFESSIONAL STUDIES IN BUSINESS AND MANAGEMENT

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The Bachelor of Professional Studies in Business and Management is a flexible career-oriented program developed to serve the needs of students who want to build upon their existing knowledge and earn a bachelor's degree within their career field.

The structure and flexibility of the Bachelor of Professional Studies (BPS) in Business and Management makes it an excellent educational next step for graduates of Excelsior College associate in applied science programs in business and technology. As with other bachelor's programs in the School of Business & Technology, credit is awarded for Excelsior College courses and examinations, courses taken at accredited institutions other than Excelsior, approved proficiency exams, approved military training, and programs and courses approved for credit by the American Council on Education (ACE) or the New York State Board of Regents National College Credit Recommendation Service (formerly known as National PONS).

The Excelsior College BPS degree is an attractive option for students who seek to apply credit for military and other training toward a bachelor's degree. Additionally, the BPS degree is an attractive option for military spouses and for veterans and DOD civilians who have completed government-sponsored training that has been evaluated for college credit by ACE.

The outcomes and specific degree requirements for the Bachelor of Professional Studies in Business and Management follow.

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## Program Outcomes

Upon successful completion of the Excelsior College Bachelor of Professional Studies in Business and Management program, the graduate will be able to:

1. Apply basic accounting concepts and principles to the analysis and interpretation of corporate financial statements.
2. Explain how modern marketing concepts and theories support and influence business strategies.
3. Utilize financial management concepts and tools in order to make informed business decisions.
4. Apply the major concepts and theories of management to develop business strategies in a real-world context.
5. Analyze the opportunities and risks associated with doing business in a global environment.
6. Employ organizational theories and concepts to explain the impact of the organizational environment on management practices and employee relations.
7. Analyze various leadership approaches and their application to different organizational contexts.
8. Apply project management tools and techniques in a business environment.
9. Effectively communicate strategic management concepts orally and in writing to multiple audiences.
10. Apply various information technologies to support business strategies.
11. Justify decisions by evaluating the social, ethical, and legal implications for business organizations.
12. Apply knowledge of business concepts and functions in an integrated manner.

## Degree Requirements

Every Excelsior College degree program requires a specific number of credits in each of its component areas. The chart relevant to your degree program shows a graphic representation of the credit needed to fulfill all the requirements for your chosen degree.

The Excelsior College Bachelor of Professional Studies in Business and Management program comprises three major components: arts and sciences, professional, and elective credit. The three components and their respective requirements are explained in the following sections.

A grade of "C" or higher is required for all Professional Component core requirements, the written English requirement (both courses), Precalculus Algebra, Statistics, and Ethics.

## Arts and Sciences Component (30 credits, including 9 upper-level)

Excess credits in arts and sciences may be applied toward electives.

### Written English Requirement

At least 6 credits must come from courses that satisfy the written English requirement (see page 2).

### Humanities

You must successfully complete at least 9 credits in the humanities (must include Ethics) [BUS 323 Business Ethics, BUSx323 Business Ethics, BUSx310 Ethics Theory and Practice].

Humanities subjects include, but are not limited to, art, music, literature, foreign language, philosophy, religion, speech, and creative/advanced writing.

Examinations or courses used to satisfy the written English requirement may not be applied toward the humanities requirement.

### Social Sciences/History

You must successfully complete a minimum of 6 credits in the social sciences/history. This is an exception to the general education requirements for a minimum of 9 credits in social sciences/history.

Social sciences/history subjects include, but are not limited to, anthropology, sociology, government, political science, psychology, geography, history, and economics.

### Natural Sciences and Mathematics

You must successfully complete a minimum of 6 credits in mathematics to include a 3-credit course in either College Algebra at the level of precalculus or above [MAT 116 Precalculus Algebra, MATx116 Precalculus Algebra] or Statistics [BUS 233 Business Statistics, MATx210 Statistics].

You must successfully complete a minimum of 3 credits in natural sciences [BIO 110 Biology (Non-Lab), GEOL 108 Earth Science and Society, GEOL 114 Introduction to Oceanography, PHYS 201–203 Physics I–II, NS 110 Science in Today's World].

Natural sciences and mathematics subjects include, but are not limited to, anatomy and physiology, microbiology, chemistry, biology, genetics, zoology, physics, precalculus, calculus, astronomy, geology, oceanography, etc.

Only three college-level math courses below the level of calculus may be applied to degree requirements.

## Professional Component (45 credits, including 15 upper-level)

The professional component includes a professional core that helps you gain basic knowledge in business administration and the underlying discipline of decision making, and a business and management core and professional electives that allow you to apply and synthesize this knowledge through the study of various business content areas. At least 15 credits at the upper (junior/senior) level must be completed in the professional component; 9 of these upper-level credits must be in the business and management core and/or professional component electives. Credits may be earned through Excelsior College courses and examinations and those completed through other approved sources, as well as approved military and business and industry training.

### Professional Core Requirements

One course required in each professional core area below.

- ▶ General Management  
[BUS 341 Management Concepts and Applications, BUSx240 Principles of Management]
- ▶ Leadership  
[BUS 452 Business Leadership]
- ▶ Accounting  
[ACC 211 Financial Accounting, ACC 212 Managerial Accounting, ACCx211 Financial Accounting, ACCx212 Managerial Accounting]
- ▶ Computer Applications  
[IT 221 Introduction to Computers, BUSx221 Business Information Systems]
- ▶ Project Management  
[IT 390 Project Management]

### Business and Management Core

One course required in each business and management core area below.

- ▶ Human Resources Management  
[BUS 312 Managing Human Resources, BUSx410 Human Resource Management]
- ▶ Marketing  
[BUS 351 Marketing Concepts and Application, BUSx250 Principles of Marketing]

- ▶ Finance  
[BUS 350 Principles of Finance,  
BUSx350 Principles of Finance]
- ▶ Organizational Behavior  
[BUS 311 Organizational Behavior,  
BUSx315 Organizational Behavior]
- ▶ Global Business  
[BUS 435 International Business]
- ▶ Integrated Business and  
Management Assessment Capstone  
[BUS 490 Integrated Business and  
Management Assessment]

### Professional Component Electives

Any business/management-related credits outside the core are applied as professional component electives. Business/management credits in excess of the professional component maximum of 45 may be applied to the additional credit component.

### Elective Credit Component

**(45 credits, including 6 upper-level)**

Although you may have already fulfilled the minimum credit requirements in the arts and sciences and professional components of your degree, you may still need to earn additional credit to fulfill the total credit requirement of the Bachelor of Professional Studies. To do this, you may apply any of the following: arts and sciences credit above the minimum required, professional component credit (business/management) above the minimum required, or free elective credit.

Free elective credit may be earned in any field of collegiate study, including business and other professional, technical, or career areas as well as the arts and sciences. Examples include military science, health, nursing, engineering, education, computer science, home economics, secretarial science, architecture, drafting, auto mechanics, law, social work, and criminal justice. A maximum of 2 credits for physical education activity courses may be applied.

### Information Literacy Requirement

Students are expected to demonstrate competency in information literacy. See [page 3](#) for more information about the information literacy requirement. The information literacy requirement is applied to the additional credit component.



# Bachelor of Professional Studies in Business and Management

**120 CREDITS**

30 credits  
must be upper level

## ARTS AND SCIENCES COMPONENT

Minimum of 9 upper-level credits

	CREDIT HOURS
► Written English Requirement	6
► Humanities Must include Ethics	9
► Social Sciences/History <sup>①</sup>	6
► Mathematics and Natural Sciences	
College Algebra or Statistics	3
Mathematics Elective	3
Natural Science Elective	3

### TOTAL MINIMUM CREDITS FOR ARTS AND SCIENCES COMPONENT

30

## PROFESSIONAL COMPONENT

Minimum of 15 upper-level credits; a minimum of 9 upper-level credits must be in the Business and Management Core or Professional Electives

	CREDIT HOURS
► Professional Core Requirements	
General Management	3
Leadership	3
Accounting	3
Computer Applications	3
Project Management	3
► Business and Management Core	
Human Resource Management	3
Marketing	3
Finance	3
Organizational Behavior	3
Global Business	3
BUS 490 Integrated Business and Management Assessment (capstone) <sup>②</sup>	3

### ► Professional Component Electives

### TOTAL MINIMUM CREDITS FOR PROFESSIONAL COMPONENT

45

## ELECTIVE CREDIT COMPONENT

Minimum of 6 upper-level credits

	CREDIT HOURS
► Free Electives May include any excess credit in arts and sciences, business, or any approved free elective area	44
► Information Literacy Requirement	1

### TOTAL CREDITS FOR ELECTIVE CREDIT COMPONENT

45

### TOTAL DEGREE CREDITS REQUIRED

120

<sup>①</sup> Indicates an exception to the general education requirements for a minimum of 9 credits in social science/history.

<sup>②</sup> BUS 490 Integrated Business and Management Assessment is the required capstone course and must be taken through Excelsior College and cannot be transferred in.

## GRADUATE DEGREE PROGRAMS IN BUSINESS

Consistent with Excelsior College's mission to provide academic opportunities that overcome barriers of time, distance, and cost, the School of Business & Technology offers two business degree programs at the master's level:

**Master of Business Administration** and the **Master of Science in Management**. These programs are designed for students seeking to advance their careers and obtain positions of management and leadership in business, nonprofits, public sector and healthcare. Working adult students are provided with a first-rate graduate education while maintaining the flexibility of online study, allowing you to balance family, work, and community obligations with the demands of a rigorous graduate education.



Excelsior College offers a virtual student chapter of the Society for Human Resource Management (SHRM). Memberships are open to currently enrolled Excelsior College students.



[facebook.com/groups/businessandtechnology](https://facebook.com/groups/businessandtechnology)



[linkedin.com/groups/5146854](https://linkedin.com/groups/5146854)



# MASTER OF BUSINESS ADMINISTRATION

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The Excelsior College 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 work-place-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. The School of Business & Technology 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.

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## 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

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. Analyze real-world business problems and generate recommendations for action.
2. Integrate accounting, marketing, finance, management, and economics into a strategic business analysis.
3. Assess the impact of the global business environment on business situations.
4. Apply quantitative methods to analysis of business situations.

5. Perform ethically and professionally in business and society.
6. Communicate effectively to relevant audiences orally and in written materials.
7. Collaborate in teams to produce required deliverables.
8. Apply project management skills to business situations.
9. Assess the ethical implications of actions for diverse stakeholders.

### 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 [www.ece.org/excelsior](http://www.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 [www.excelsior.edu/apply](http://www.excelsior.edu/apply) to apply online. 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 pursuing 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.

#### 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.

### 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.

### MBA Program Content and Degree Requirements

Successful fulfillment of these requirements ensures a quality education. Refer to the graduate-level course descriptions beginning on [page 52](#) for course content information.

### Policy on Second Degrees

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 M.S. Management degree from Excelsior College, or another institution, can enroll in the Excelsior College MBA program, with a different concentration (General Option is not an option). The Excelsior College School of Business and Technology will determine if a student's concentration is substantially similar or different. A maximum of 24 credits from the first degree will be transferable. Students who have earned an Excelsior College MBA or an MBA from another institution, cannot earn a second MBA from Excelsior College.

## 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 Business 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 510 Financial Reporting and Disclosure]
- Approved Accounting Elective

### Cybersecurity Management

The Cybersecurity Management concentration is designed to enable students to earn a master's degree related to the cybersecurity field. The degree program will meet the needs of students who have completed Bachelor of Science (BS) degrees and who want to enhance their knowledge and earn a master's degree within their career field.

#### Concentration Outcomes

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

1. Apply cybersecurity principles and regulatory standards to minimize liabilities and risks associated with electronic information.
2. Integrate IT risk management and threat mitigation techniques to business decision making and IT governance.

#### Required Subjects

- Foundations of Cybersecurity Management  
[CYS 500 Foundations of Cybersecurity Management]
- IT Risk Analysis and Management  
[CYS 575 IT Risk Analysis and Management]
- Approved Cybersecurity Management 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

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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 Performance Technology

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The Human Performance Technology concentration uses a variety of interventions that are drawn from many disciplines, including human resource management, organizational development, behavioral psychology and instructional systems design. It stresses a rigorous analysis of present and desired levels of performance, identifies the causes for performance gaps, offers a wide range of interventions with which to improve performance, guides the change management process, and evaluates the results.

### Concentration Outcomes

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

1. Analyze employee productivity and identify barriers to improved performance.
2. Design interventions to increase organizational efficiency.

### Required Subjects

There are no required subjects in this concentration. Students may complete courses [MLS 685 Strategic Problem Solving, BUS 530 Project Management Principles & Applications, BUS 555 Principles & Practices of Performance Improvement, BUS 557 Human Performance Technology II: Performance Counseling] at Excelsior College, and transfer approved courses from other institutions.



## 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 the School of Business & Technology.

### 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

## Mediation and Arbitration

The Mediation and Arbitration concentration prepares students seeking skills necessary to prevent and address key challenges in organizations. This concentration will focus on resolving disputes and complaints in the public sector and private sector workplaces. Applications of mediation and arbitration will be addressed for the following: collective bargaining negotiations, union contract provision applications, agency relationships with executive, legislative, and judicial offices, civil service rules. Students will also learn force-field and gap analyses, federal and state laws, and the psychology of mediation and arbitration.

### Concentration Outcomes

Upon completion of an Excelsior College Master of Business Administration with a concentration in Mediation and Arbitration, graduates will be able to:

1. Utilize a variety of mediation techniques to resolve conflict.
2. Analyze the impact of conflict on organizations and interpersonal relationships.
3. Apply models of arbitration to successfully resolve conflicts.

### Required Subjects

- ▶ Mediation  
[BUS/ADR 671 Mediation]
- ▶ Workplace/HR Mediation  
[BUS/ADR 670 Conflict Management and Alternative Dispute Resolution]
- ▶ Arbitration  
[ADR 672 Arbitration]

## Social Media Management

The Social Media Management concentration provides students with the knowledge and skills to effectively explore strategies in building community, maintaining a brand, and creating engaging Web content. Students will also demonstrate understanding of Social Media Management principles and tactics and apply various mediums to changing business communications, marketing strategies, and customer service.

### Concentration Outcomes

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

1. Discuss the key principles, strategies, and applications of social networking and social media marketing.
2. Achieve underlying business objectives through the creation, evaluation, and adaption of strategic social campaigns.

### Required Subjects

- ▶ Principles, Strategy and Community Management  
[BUS 525 Social Media: Principles, Strategy, and Community Management]
- ▶ Metrics  
[BUS 565 Social Media: Metrics]
- ▶ Approved Social Media Management Elective

## Technology Management

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The Technology Management concentration provides students with the knowledge and skills necessary for a managerial position in the technology field.

### Concentration Outcomes

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

1. Integrate and manage technology effectively in organizations to improve products, services, and productivity in organizations.
2. Apply strategic management principles to the development and implementation of innovative technologies in organizations.

### Required Subjects

Students may complete Excelsior College courses or transfer approved courses from other institutions to satisfy these concentration requirements.

- ▶ Strategic Management of Innovative Technology  
[BUS 540 Strategic Management of Innovative Technology]
- ▶ Quality and Productivity Methods in the Management of Technology  
[BUS 535 Quality & Productivity Methods in the Management of Technology]
- ▶ Approved Technology Management Elective



# Master of Business Administration

**36–45  
CREDITS**

FOUNDATION COMPONENT (0 to 9 credits, waivable)		CREDIT HOURS	CONCENTRATION COMPONENT		CREDIT HOURS
▶ Economics		3	▶ Accounting		
			Financial Statement Analysis		9
			Corporate Financial Reporting and Disclosure		
			Approved Accounting Elective		
▶ Organizational Behavior		3	▶ Cybersecurity Management		
			Foundations of Cybersecurity Management		9
			IT Risk Analysis and Management		
			Approved Cybersecurity Management Elective		
▶ Quantitative Analysis		3	▶ General Business Concentration		
			Three (3) Business Electives		9
<b>TOTAL CREDITS FOR FOUNDATION</b>	<b>0–9</b>		▶ Health Care Management		
			Strategic Management of Health Care Organizations		9
			Communication Strategy for the Health Care Leader		
			Approved Health Care Management Elective		
			▶ Human Performance Technology		
			Students may complete faculty-approved courses from Excelsior College, and other institutions		9
			▶ Human Resource Management		
			Human Resource Management		
			<i>Choose two electives from two of the following categories:</i>		9
			Staffing and Development		
			Total Rewards		
			Maintaining High Performance		
			<i>(See page 37 for more information)</i>		
			▶ Leadership		
			Leading Teams		9
			Contingency Planning		
			Approved Leadership Elective		
			▶ Mediation and Arbitration		
			Mediation		9
			Workplace/HR Mediation		
			Arbitration		
			▶ Social Media Management		
			Social Media: Principles, Strategy and Community Management		9
			Social Media Metrics		
			Approved Social Media Management Electives		
			▶ Technology Management		
			Strategic Management of Innovative Technology		9
			Quality and Productivity Methods in the Management of Technology		
			Approved Technology Management Elective		
<b>TOTAL CREDITS FOR CORE COMPONENT</b>	<b>27</b>		<b>TOTAL CREDITS FOR CONCENTRATION COMPONENT</b>	<b>9</b>	

**TOTAL DEGREE CREDITS REQUIRED**

**36–45**

① Indicates an exception to the general education requirements for a minimum of 9 credits in social science/history.

# MASTER OF SCIENCE IN MANAGEMENT

The Master of Science in Management (MSM) 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 (MSM).

Consistent with Excelsior College's mission to provide academic opportunities that overcome barriers of time, distance, and cost, the MSM program allows students to transfer up to 15 credits from outside sources. The School of Business & Technology offers online courses to fulfill all MSM core 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 MSM 100 percent online.

The Excelsior College MSM 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.

## Policies Specific to the MSM

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 MSM 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 a regionally accredited institution may be admitted into the Excelsior College MSM 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 [www.ece.org/excelsior](http://www.ece.org/excelsior).

Students who have earned an Excelsior College MBA, or an MBA from another institution, cannot enroll in the MS Management degree program, as the content is not substantially different.

### Application Process

You are required to apply for admission into the Excelsior College MSM program. Visit our website at [www.excelsior.edu/apply](http://www.excelsior.edu/apply) to apply online. 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 MSM requirements. Upon review of the transcripts and application, if qualified, you will receive an admittance letter.

## Degree Requirements

The Master of Science in Management requires a minimum of 30 graduate-level credits, with 10 required courses. Students in this program are allowed to transfer in a maximum of 15 approved, graduate-level credits, thus requiring a minimum of 15 credits to be taken directly at Excelsior College.

### Core Courses

- ▶ Organizational Communication (3 credits)  
[BUS 501 Business Communication]
- ▶ Ethics for Managers (3 credits)<sup>①</sup>  
[BUS 523 Business Ethics for Managers]
- ▶ Managing Global Environments (3 credits)  
[BUS 502 Global Business Environments]
- ▶ Organizational Behavior (3 credits)<sup>①</sup>  
[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.

### Maximum Time to Complete the MSM Program

Students pursuing the MSM have a maximum of 10 years to complete the program from the date of enrollment.

### Grade Point Average

Excelsior College requires an overall 3.0 cumulative GPA for completion of the MSM.

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<sup>①</sup> 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.



## Concentration/Option Requirements

Students round out the MSM 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]

### Mediation and Arbitration

The Mediation and Arbitration concentration will provide you with expert conflict management skills so you can help meet the increasing need within organizations for employees with skills in alternative dispute resolution (ADR). By earning an MSM with this unique focus, you will be prepared to advance at work and apply what you learn to successfully resolve conflicts in a variety of business settings.

#### Concentration Outcomes

1. Utilize a variety of mediation techniques to resolve conflict.
2. Analyze the impact of conflict on organizations and interpersonal relationships.
3. Apply models of arbitration to successfully resolve conflicts.

#### Required Subjects

- ▶ Mediation  
[BUS/ADR 671 Mediation]
- ▶ Workplace/HR Mediation  
[BUS/ADR 670 Conflict Management and Alternative Dispute Resolution]
- ▶ Arbitration  
[ADR 672 Arbitration]

### 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

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 the School of Business & Technology.

#### **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 601 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 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



# Master of Science in Management

**30**  
CREDITS

CORE COURSES COMPONENT	CREDIT HOURS
Organizational Communication	3
Ethics for Managers <sup>①</sup>	3
Managing Global Environments	3
Organizational Behavior <sup>①</sup>	3
Human Resource Management	3
Project Management	3
BUS 599 Strategic Management (Capstone) <sup>②</sup>	3
► Electives, if needed to replace waived core course(s)	0–6
<b>TOTAL CREDITS FOR CORE COURSES COMPONENT</b>	<b>21</b>
CONCENTRATION/OPTION COMPONENT	CREDIT HOURS
► <b>General Business Management Option</b>	
Management Elective	3
Management Elective	3
Management Elective	3
► <b>Human Resource Management</b> <i>Choose one elective from each of the following categories:</i>	
Staffing and Development	3
Total Rewards	3
Maintaining High Performance <i>(See page 43 for more information)</i>	3
► <b>Mediation and Arbitration</b>	
Mediation	3
Workplace/HR Mediation	3
Arbitration	3
► <b>Organizational Leadership</b>	
Leadership	3
Change Management	3
Mediation	3
<b>TOTAL CREDITS FOR CONCENTRATION COMPONENT</b>	<b>9</b>
<b>TOTAL DEGREE CREDITS REQUIRED</b>	<b>30</b>

<sup>①</sup> May be waived with approved upper-level, undergraduate course within the last 10 years with a grade of B or above. If waived, additional approved credit must be taken to meet the required total of 30 credits for the degree.

<sup>②</sup> BUS 599 Strategic Management Capstone is the required capstone course and must be taken through Excelsior College and cannot be transferred in.

# COURSES

All courses are delivered online. The following includes a list of all undergraduate- and graduate-level business courses (refer to the **Technology Catalog** for descriptions of the technology-oriented courses).

Remember to contact your academic advisor for approval prior to registering for any courses to ensure that they will apply toward your degree. Not every course is offered every term. It is important that you work closely with your academic advisor before the start of each term to discuss course registration plans and options.

## Undergraduate-Level Courses

### ACC 211 Financial Accounting 3 credits

This course develops skills of basic financial accounting principles in the pursuit of organizational goals and strategies. Topics covered include financial statement analysis, accounting information systems, operating decisions, and financing.

### ACC 212 Managerial Accounting 3 credits

This course focuses on the processes of identifying, measuring, analyzing, interpreting, and communicating financial information for managerial decision making. It covers such topics as the fundamentals of basic unit costs, cost flow management systems and processes, budgeting and performance measurement, and cost analysis and pricing decisions.

### ACC 314 Intermediate Accounting I 3 credits

This course expands on topics covered in previous accounting courses by providing an in-depth study and review of accounting principles, concepts, and theory. Concepts addressed in this course focus on the conceptual framework, Generally Accepted Accounting Principles (GAAP), preparation of financial statements, the time value of money, cash and receivables, accounting for inventory, and inventory valuation.

### ACC 315 Intermediate Accounting II 3 credits

This course is the second course in a sequence of Intermediate Accounting in preparation of a career in accounting. This course expands on topics previously covered in Intermediate Accounting I. Topics presented in this course focus on accounting for company's financing, investing activities, and accounting for the acquisition, maintenance, and disposal of company's assets. The discussion will continue students' development of understanding GAAP, ethical and moral issues in accounting, and related disclosures

required by GAAP. Students will have the opportunity to deepen their understanding of financial statement preparation, analyzing financial statements, and applying analytical tools in making business and financial decisions.

### ACC 360 Cost Accounting 3 credits

This course develops an understanding of the attributes of cost behavior, cost accumulation systems and techniques, management planning and control systems, relevant cost information for short-term decision-making, and accounting data in long-term capital budgeting decisions. It includes detailed coverage of cost-volume-project analysis; job order and process costing including spoilage, budgeting, standard costing and variance analysis; absorption and variable costing; relevant costs; and capital budgeting.

### ACC 370 Accounting Theory 3 credits

This course will provide students with an understanding of the theory and guidelines of accounting. A close examination of current accounting rules and literature is examined while applying accounting research tools to current accounting issues. Other topics include theory and research of accounting questions related to inventory, fixed assets, leases, derivative instruments, debt, contingencies, segment reporting, pensions, business combinations, consolidations, and stockholder equity.

### ACC 400 Auditing 3 credits

This course is intended to help you understand the theory of auditing, including the educational and ethical qualifications for auditors, as well as the role of the auditor in the American economy. By the end of the course, you should be familiar with the professional standards, professional ethics, and legal liability of auditors. As a manager, you should be able to effectively plan and design an audit program, gather and summarize evidence, and evaluate internal controls.

**ACC 415/BUS 415**  
**Advanced Financial Management** 3 credits

This course will introduce advanced concepts and methods of financial management. Students will examine risk and return management and will utilize processes in capital and cash management for effective business decision-making.

**ACC 417 Individual and Corporate Taxation** 3 credits

This course provides students with an understanding of the principles of federal income taxation and their applications. Students will identify and analyze federal tax issues to support the design of effective tax plans, which are used to ensure tax compliance and improve financial decision-making abilities. Student will develop their research techniques to facilitate the collection of information for analyzing tax regulations. Upon completion of the course, students will be able to recognize and evaluate fundamental tax issues that affect both individuals and corporations. Students will be prepared to recommend effective strategies for correctly estimating income tax liabilities. Effective communications of tax plans and strategies will be emphasized.

**BUS 210 Writing in the Workplace** 3 credits

The course focuses on designing effective workplace messages, both written and oral, from concept to delivery. Examines the strategic communication model to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Explores the use of audiovisual and electronic tools in persuasive messages and group communication.

**BUS 222 Business Communication** 3 credits

The ability to communicate efficiently remains one of the most important skills that anyone intending on a career in business can master. Whether you are communicating in person, or using interpersonal communications using technology, the ability to convey your message clearly and effectively is paramount in any industry. By the end of this course, you will have developed and applied a range of business communications methods, both written and oral, and been exposed to best practices that you can utilize in the modern workplace.

**BUS 225 Consumer Behavior** 3 credits

Why do some people have to be the first to buy the latest Apple iPhone? Why might lifestyle influence whether someone dines at Taco Bell? In this course we will answer questions such as these and also assess a range of factors, such as motivation, perception, learning, and the impact of demographics, family, and groups and examine their effect upon consumer behavior. You will also study consumer behavior from the perspective of businesses, such as Apple and Taco Bell, and see how they use that knowledge to develop new or existing products and also how that insight drives marketing strategy.

**BUS 230 Business Law** 3 credits

This course presents the analysis of key legal issues affecting businesses with an emphasis on development of legal strategies to support the venture over its expected life cycle. It focuses on the legal environment of the United States. Students examine a series of real-world scenarios and apply the legal tools developed during the course to those cases.

**BUS 233 Business Statistics** 3 credits

This course develops skills in the essential tools used for statistical analysis and decision making in business. It covers descriptive and inferential statistics and emphasizes research techniques such as sampling and experimental design concepts for single and multiple sample groups.

**BUS 235 Financial Markets and Institutions** 3 credits

This course studies the fundamental principles which govern global financial markets and institutions. Some topics include: characteristics of financial instruments and establishments, the Federal Reserve, monetary policy, the banking industry, and capital markets.

**BUS 299 Business and Management Capstone** 3 credit

The Associate Level Capstone Course is an in-depth, student-centered learning experience which requires the integration of theory and practical experience. The course focuses on the key competencies expected of a graduate from the program in the following areas: general management, personnel administration, human and organizational behavior, ethics, communication skills, and leadership. During the course, students will apply their knowledge and skills in these areas to specific business projects.

### **BUS 300 Introduction to Entrepreneurship** 3 credits

Why did Mark Zuckerberg start Facebook? What skills did Jeff Bezos need that helped him grow Amazon? In this course we are going to look at the skills necessary to be a successful entrepreneur and also the mindset needed to thrive when others fail. This practical course will give you a hands-on look at some of the skills, concepts, and strategies that help the entrepreneur to launch a successful start-up and sustain it through the early stages of growth.

### **BUS 302 Principles of Risk Management** 3 credits

This course introduces corporate Risk Management (CRM) as a systemic approach to minimizing an organization's exposure to risk. Students will explore risk management policies, procedures, and practices that work in unison to identify, analyze, evaluate, and monitor risk. Students will identify situations that may significantly or materially interfere with the achievement of an organization's desired goals or events/activities that may cause a significant opportunity to be missed. Some risk management topics for this course include purchasing insurance, installing security systems, maintaining cash reserves, and diversification.

### **BUS 305 Principles of Insurance** 3 credits

This course introduces students to principles, concepts, and applications for understanding health, life/casualty, and property insurances. Students will develop an understanding of terms and issues relating to premiums, deductibles, policy coverage/terms, risks, underwriting, and regulations. The course will prepare managers with the tools necessary to make effective and ethical decisions concerning their organization's insurance programs.

### **BUS 310 Entrepreneurial Marketing** 3 credits

Roughly 8 out of 10 small businesses fail within the first year of trading and inadequate marketing is often cited as the main reason for that failure. We will look at marketing in the start-up phase of a business and consider the activities needed in the first two years of a company's life. We will examine a range of marketing tools, such as PR, advertising, email, and assess best practice in terms of developing a successful marketing plan to increase the chances of success for the entrepreneur and the start-up business.

### **BUS 311 Organizational Behavior** 3 credits

This course offers an overview of human behavior in work organizations. It examines theoretical, empirical, and applications issues from individual, interpersonal, group, and organizational perspectives. Topics include the overview and history of the field, perceptions, attitudes, learning processes, personality, motivation, stress, performance appraisal, group dynamics, leadership, communication, decision making, job design, organizational structure and design, organizational change, and development.

### **BUS 312 Managing Human Resources** 3 credits

This course offers an overview of the role and context of human resource management, fair employment practices, human resource planning, human resource staffing, performance management, employee development, employee compensation, and labor relations. Students will apply personnel management theories to real-world scenarios.

### **BUS 315 Labor Relations** 3 credits

This course focuses on the study of the relationships between unions and employers, including various aspects of labor history, law, and collective bargaining. In addition, it will examine issues such as public sector unionism and unionism around the world. A core emphasis will be the changing nature of labor-management relations in the United States as a result of global competition and the internationalization of markets. Finally, the course touches on patterns of union resistance and preventive labor relations strategies.

### **BUS 317 International Finance** 3 credits

This course will provide students with an understanding of financial management issues in a global setting. It will help students develop analytical tools that incorporate key international considerations into fundamental financial decisions. Some areas of concentration include: an overview of multinational corporations, the behavior of exchange rates in business decision making and the risks associated with exchange rates, the international flow of funds relative to its impact on international trade and the balance of payments, how governments influence exchange rates, the impact of long-term debt financing, and an understanding of international cash management.



**BUS 323 Business Ethics** 3 credits

This course examines corporate governance, business government relations, the impact of economic and social change, organizational ethics, and the political role of business. Considers the measures businesses may use to anticipate and provide appropriate responses to changes in public and government expectations while defending legitimate business interests.

**BUS 325 Women in Business** 3 credits

This course will examine a number of theories and findings looking at the roadblocks women continue to face in their quest for upward mobility, as well as offering insight into how women are gaining access to upper management. Topics covered will include 1) the economic strength of women as a market, 2) an examination of the status of women in the United States compared with other countries, 3) obstacles faced by women such as the glass ceiling, nonlinear career paths, and work/life/family balance, 4) the importance of attracting and retaining talented women, and 5) leadership styles and traits of women.

**BUS 341 Management Concepts and Applications** 3 credits

Management guru Peter Drucker said that, "Management is doing things right; leadership is doing the right things." And the role of the manager has never been more important in the modern global business environment than it is today. In this course we will look at management in terms of planning, organizing, decision-making, leadership, motivation, and change. By the end of the course, we will have examined management and the role of the manager in a way that allows you to assess how you can develop your skills to meet the business challenges of tomorrow.

**BUS 343 International Marketing** 3 credits

This course introduces students to concepts, practical applications, and strategies for increasing an organization's competitive advantage through effective marketing behavior in the global business environment. Students will examine emerging issues and considerations faced by marketing managers due to business and governmental actions affecting trade, investment, and operations in the international marketplace. Students will evaluate social, cultural, ethical, legal, and economic environments to determine their impact on international marketing decision making.

**BUS 350 Principles of Finance** 3 credits

This course presents an introduction to the discipline of finance. It examines general principles of finance and corporate finance. Topics include financial objectives of the firm, the time value of money, risk and return, capital budgeting, the cost of capital, financial forecasting and ratio analysis, working capital management, Economic Value Added (EVA) and Market Value Added (MVA) concepts, and current and future trends in corporate finance.

**BUS 351 Marketing Concepts and Application** 3 credits

Whether it is the personal branding of an international celebrity, like Beyoncé, the promotion of a vacation destination, like Disneyland Paris, or the advertising of a global fast food brand, like McDonalds, marketing is a vital management function in today's business. Looking at both marketing theory and practice, this course will examine a range of common tools, such as the marketing mix, and assess the role of marketing as both a management function and a business philosophy.

**BUS 360 Product Planning, Process, and Quality Control** 3 credits

In this course students will explore the connections between various different business activities and processes that impact production. Some of these areas include the organization's ability to meet product specifications, adhere to contractual requirements, schedule deliverables, and effectively utilize available resources to attain profitability. Students will study the influences on production outcomes, with an emphasis on facilities layout, capacity management, process analysis, quantitative work measurement, and production control. The course will enhance students' understanding of production activities, processes, and systems by investigating business tools for effective production management.

**BUS 375 Marketing Management** 3 credits

This course provides students with the necessary tools and frameworks to better prepare them for making effective marketing decisions. Students will explore effective marketing strategies across global business organizations. They will investigate concepts, theories, and real-world applications to create and implement a marketing strategy for launching a product. This course focuses on both the strategic planning process and marketing's cross/inter-functional relationships. Students will discover market opportunities, forecasting, targeting, and brand positioning for new and

mature markets. Students will examine how to organize, plan, implement, and measure an effective marketing campaign.

#### **BUS 380 Managing Diversity in the Workplace 3 credits**

This course examines how effective diversity management can improve organizational learning, knowledge creation, and profitability in culturally complex environments and organizations. It places emphasis on such demographic variables as ethnicity, culture, age, religion, language, socio-economic and family status, education, sexual orientation, and physical and mental ability.

#### **BUS 381 Transportation, Warehousing, and Distribution 3 credits**

This course provides a fundamental understanding of transportation, warehousing, and distribution operations within the logistics industry. The curriculum is built to enable students to competently utilize transportation and distribution models, including identification of end-to-end consumer requirements. Throughout its duration, this course will offer numerous examples of how to incorporate transportation, warehousing, and distribution strategies. Inventory control decisions; supply chain requirements; intermodal operations; and, distribution efficiencies are stressed within the curriculum and cases.

#### **BUS 425 Operations Management 3 credits**

This course provides an overview of the systematic planning, designing, operating, controlling, and improving processes that transform inputs into finished goods and services. It develops students' abilities to recognize, model, and solve problems inherent in production and service environments. Specific topics include product and process design, queuing, facility layout and location, linear programming, decision analysis, forecasting, and inventory models.

#### **BUS 430 Quantitative Methods 3 credits**

The course will explore quantitative methods and techniques for decision support in a management environment, including applications of the computer. It will include formal project management tools and techniques, such as Gantt charts, Program Evaluation and Review Techniques (PERT) and Critical Path Method (CPM) charts, use of time series analysis for forecasting, applications of regression analysis in management, and aspects of decision theory and simple modeling. Several components include the use of computer software.

#### **BUS 435 International Business 3 credits**

This course presents an examination and analysis of global business in its historical, theoretical, environmental, and functional dimensions. Focus is on understanding the growing economic interdependence of nations and its impact on managerial and corporate policy decisions that transcend national boundaries. An introduction to globalization and the cultural, economic, political, and legal environments of international business including an overview of risks, challenges, and opportunities of competing in the global marketplace.

#### **BUS 437 Securities Analysis 3 credits**

This course focuses on the fundamental analysis, the concept of investment risk, and investment management. Students examine security valuation, risk measurement, portfolio diversification, and portfolio performance measurement preparation of pro forma financial statements. The goal of the course is to provide students with a strong theoretical and applied understanding of the valuation of equity securities.

#### **BUS 438 Risk Control 3 credits**

The Risk Control course prepares students to identify, quantify and qualify the regulatory, legal, financial and contractual aspects of enterprise risk; the control and minimization of such risks; and the application of risk financing techniques to control risk exposures in organizations. Emphasis is also placed on the understanding of the principles and risks underlying complex business contracts.

#### **BUS 440 Business Supply Chain Management 3 credits**

This course presents an examination of logistics and supply chain systems. The focus is on analyzing, designing, and implementing systems. Topics include supply chain management strategy, planning, and operations; the role of e-commerce; and financial factors that influence decisions. Discussion also covers the trade-offs between cost and service and between the purchase and supply of raw materials; the warehousing and control of inventory; industrial packaging; materials handling within warehouses; and the distribution of finished goods to customers required to minimize costs, maximize profits, or increase customer service levels.

**BUS 441 Procurement and Purchasing** 3 credits

This course provides a fundamental understanding of procurement and purchasing actions as related to supply chain operations. The curriculum is built to enable students to competently utilize both the acquisition and buying of goods or services at the lowest total cost of ownership. Factors of quality and quantity in terms of purchasing and procurement related to end user requirements are detailed in this course. Throughout its duration, this course will offer numerous examples of how to apply “global purchasing techniques”; “supply and supplier relationships and performance measures”; “value of purchasing and procurement to organization’s bottom line”; and, “price analysis, cost analysis, and total cost of ownership”. Supplier compliance, purchase forecasting, sole versus single source suppliers, and procurement/purchasing networks are stressed within the curriculum and cases.

**BUS 442 Inventory Management** 3 credits

This course provides a fundamental understanding of inventory management, control, and turnover as applicable to procurement and logistics operations. The curriculum is designed to enable students to competently utilize inventory management techniques, including costing (ordering, holding, and carrying); demand (both deterministic and probabilistic); inventory modeling; stocking, restocking, and outsourcing; and, the use of inventory management technology. Throughout its duration, this course will offer numerous examples of how to apply “fill rate concepts”; “material handling and storage methods”; “logistics storing and tracking procedures”; and, “order cycle time techniques”. Inventory forecasting, supply & demand management, and inventory planning are stressed within the curriculum and cases.

**BUS 443 Lean Logistics** 3 credits

This course provides a fundamental understanding of lean applications toward inbound and outbound logistics networks, and the role of leadership to develop corporate logistics strategy. The curriculum is built to enable students to competently utilize professional lean logistics methods and techniques, including identification of areas of waste, ability to decrease inventory, and increase logistics throughput. This course will offer numerous examples of how to apply “lean logistics thinking”; “total logistics cost”; “logistics demand patterns”; and, “logistics planning-operational bridging techniques”. Cross-functional logistics teamwork,

logistics operational strategy, logistics functions, inventory reduction, and operational logistics networks are stressed within the curriculum and cases.

**BUS 450 Operations Strategy** 3 credits

Production management is crucial for achieving efficiency in manufacturing and service industries in today’s marketplace. Students will explore the connections between various business activities and processes which impact production. Some of these areas include the organization’s ability to meet product specifications, adhere to contractual requirements, schedule deliverables, and effectively utilize available resources to attain profitability. Students will study the influences on production outcomes, with an emphasis on facilities layout, capacity management, process analysis, quantitative work measurement, and production control. The course will enhance students’ understanding of production activities, processes, and systems by investigating business tools for effective production management.

**BUS 452 Business Leadership** 3 credits

This course focuses on research findings about leadership, leadership practice, and leadership skill development. It explores and evaluates leadership practices, behaviors, and personal attributes of leaders and includes case studies of leaders and organizations. The course balances theory with real-world applications for a practical, skill-building approach to leadership.

**BUS 460 Market Research** 3 credits

This course examines the systematic design, collection, analysis, and reporting of data relevant to the marketing function within the organization. It specifically addresses the growing role that technology plays in predicting consumer behavior, marketing trends, addressing marketing problems, and the development of new products and services.

**BUS 480 Global Business Strategy** 3 credits

The course examines business-level global strategies whose purpose is to create competitive advantages in the global market. It also examines the cultural, political, legal, and economic international environment; global trade theories; foreign direct investments; foreign exchange; country evaluation and selection; collaborate strategies; control strategies; risk management; international marketing; import-export; international finance; international accounting and tax; international management; and international human resources.

### **BUS 490 (capstone) Integrated Business and Management Assessment**

**3 credits**

The Bachelor of Professional Studies Capstone Course is an in-depth, student-centered learning experience which focuses on the integration of theory and practical experience. The course focuses on the key business and professional competencies expected of a graduate from the program in the following areas: strategic management, organizational behavior, general accounting, finance, marketing, and global business. In addition, students will be expected to demonstrate professional competencies expected from the program in the following areas: communication, leadership, project management, critical thinking, information technology, teamwork, and lifelong learning. Students will apply their knowledge, skills, and experiences to specific business projects.

### **BUS 499 Strategic Management Capstone**

**3 credits**

This capstone course integrates all fields of business. Students will draw on their awareness of the body of business knowledge and competencies to solve business problems. The purpose of the course is to integrate the learning achieved in individual business courses taken to earn a business degree, professional competencies needed in the workforce, and action planning for lifelong learning. The knowledge and competencies acquired in accounting, finance, operations, information technology, marketing, management, and ethics will be utilized to study the strategic management of an organization. Students will participate in a simulation experience that requires taking into account multiple decision-making factors used in business and analyzing the industry and environment. A capstone project will be developed.

### **ECO 260 Introduction to Microeconomics**

**3 credits**

This course examines contemporary economic systems based on tools of microeconomics. It covers theoretical analysis of prices and profits as guides to resource allocation, industrial structure, meaning of economic welfare, proper function of government in the economy, and distribution of income.

### **ECO 262 Introduction to Macroeconomics**

**3 credits**

This course examines determinants of the Gross National Product, incomes and employment, sources' demand for goods and services, problems of unemployment and inflation, use of taxes, and government spending and control over supply of money to fight unemployment and inflation. It covers causes of economic growth and arguments for and against growth.

## **Graduate-Level Courses**

### **ACC 505 Financial Statement Analysis**

**3 credits**

Are you interested in—following economic and industry trends as it relates to company performance, analyzing the 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 will cover topics that are relevant to Financial Statement Analysis starting with an overview of financial reporting and ending with various approaches to valuation including cash flow, earnings, and market based methods. It is important to point out that while this is a course in Accounting and Finance, the course has connections to various other areas of business and provides you with a number of transferable skills. The core of this course is about gathering information, using information, and analyzing and evaluating information to make informed decisions. By the end of this course you should also have a good appreciation of the limitations involved in this process and that any model is only as good as the inputs and assumptions behind the inputs. 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 510 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 builds on the concepts, principles, and processes shared within BUS 500 Managerial Accounting and ACC 510 Financial Reporting and Disclosure.

#### **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 communication and oral presentation 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? These are some of the questions that you will be dealing with in this course on Financial Management. 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 511 (capstone) Strategy and Policy** 3 credits

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. All Bus 511 students are required to complete an online examination designed to assess the basic knowledge and understanding achieved by graduates in the Master of Business Administration program.

### **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 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

This course examines theories of interpersonal, organizational and mass communication relevant to the health care administrator. The course provides a conceptual framework for strategic communication, and focuses on effective health communication strategies. Students will examine a variety of contexts of communication including; health campaign message design, dissemination and management and intercultural and generational communication. The course will also look at the new age of communication technology in developing a communication strategic plan within a health care environment.

### **BUS 517 Employee Staffing and Development** 3 credits

This course covers key principles and practices in staffing and employee development. The course curriculum focus is on 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 fundamental understanding of manufacturing and service operations and their role in the organization. Surveys a wide range of operations topics, including but 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. Deals with these topics through a managerial, applications-oriented perspective. Special emphasis is placed on the international dimensions of operations. The course is integrative in nature, emphasizing 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 with regard 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 will develop the students understanding of social networking principles, effective engagement, and how to effectively manage online communities. Students will engage in evaluating social media writing, developing social branding, creating value-driven content, and understanding basic social media measurement tools. Students will 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 how healthcare organizations can create a sustainable competitive advantage in a volatile, reimbursement driven industry. Topics include external and internal environmental analysis, strategy formulation, organizational design and control and the impact of mergers and alliances on industry performance. This graduate course integrates accounting, finance, marketing, informatics, and organizational behavior in the creation of a sustainable competitive advantage specifically for a health care organization.

### **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 productivity in organizations that make extensive use of technology. It focuses on issues and solutions specific to the management of technology.

### **BUS 540 Strategic Management of Innovative Technology** 3 credits

This course examines theories and methods to prepare managers to handle strategic issues related to the effective management of innovative technologies. It 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 life cycle; and application of lessons learned in contemporary business cases.

### **BUS 545 Social Media: Marketing** 3 credits

This course will develop 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 communication

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 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

This course focuses on the leadership process within the broad context of organizational dynamics. It 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 examines the application of behavioral science to organization behavior, formal and informal groups, structure and management processes, decision making and controlling processes, communication within the organization, and organizational development. It covers: theories of organization and management; individual behavior; group dynamics; organizational change; organizational performance, efficiency, and effectiveness; and the impact of technology on the workplace and its constituents.

### **BUS 554 Change Management** 3 credits

This course presents a study of the process of change and change management. It focuses on the types of

changes that take place within organizations, identifying the key issues and challenges associated with each type of change. Utilizes macro and micro tools for working with change, including management skills and styles, communications patterns, and force-field and gap analysis. The course covers the human and economic factors in organizational change and restructuring.

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**BUS 555 Principles and Practices  
of Performance Improvement** 3 credits

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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.

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**BUS 557 Human Performance II:  
Performance Counseling** 3 credits

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Performance Counseling focuses on decisions, events, concepts, tools, and strategies that drive business decision making with the goal of leading to improved employee, organizational, and financial performance. Throughout the course, learners will be challenged with scenarios and decision making opportunities that are designed to help them understand how to 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.

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**BUS 565 Social Media: Metrics** 3 credits

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This course introduces the various measures used to describe outputs, outtakes, and outcomes of communication work, particularly focusing 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.

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**BUS 570 Information Technology** 3 credits

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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.

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**BUS 580 Management of Information Security** 3 credits

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The course addresses the role of management in protecting an organization's information assets. It looks at various aspects of Information Security Management such as risk management, systems security planning, business continuity planning, disaster recovery planning, and cryptography in the overall process of securing corporate and government information. It considers the measures businesses may use to anticipate and provide appropriate responses to changes in public and government recommendations on mobile device security, adaptive threat defense, Web 2.0, virtualization, data leakage, and security governance.

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**BUS 590 Special Topics in  
Network Security Management** 3 credits

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The course will address the role of network and cyber security and protection of information assets. This course examines the fundamental skills, techniques, tools, and understanding required for identifying and defending against vulnerabilities in computer systems and networks as well as the techniques for detecting and preventing computer and cyber attacks. It looks at various aspects of computer and cyber security such as common cyber attacks, viruses, vulnerabilities, cryptographic concepts, physical security, intrusion systems, malware, network security concepts, web security, and overall, applications of security including social networking security concepts. We will explore the measures individuals and businesses may use to think and deploy security mechanisms early on in designing information systems or in making strategic procurement decisions. The intent of the course is to create security savvy professionals who will have a thorough understanding of the security ramifications and be prepared to provide appropriate responses to the potential threats which are so rampant in the network security world.

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**BUS 599 Strategic Management** 3 credits

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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/MWB 601 Mediation** 3 credits

Using the inAccord Conflict Analysis model, the class employs directive, facilitative and relational methods to create a deeply rewarding learning experience. Role-play, mentoring and other active learning strategies bring to life theory, case studies and the field of human relations to equip students with the foundation and actionable ability to mediate, negotiate and conquer conflict in almost any situation. Students learn how disputes, power, gender and culture inform ADR interventions and prepare them to analyze unique conflict styles and the wide varieties of human interaction and personalities.

#### **BUS/MWB 605 Applied Practice Internship** 3 credits

This course is designed to facilitate the application of mediation skills learned in the course work directly to cases and to facilitate the development of additional techniques. Through consultation and group conflict resolution practice, students are guided to expand their understanding of the use of relational and directive mediation techniques and interpersonal communication skills. Students will gain practice in facilitating the inAccord research surveys during this practice oriented course. Students take part in simulated role plays offered via teleconference and the web and have the option of combining this practice with their own cases, informal or formal, which can be brought to the faculty conflict coach for consultation.

#### **BUS/MWB 610 Workplace/HR Mediation** 3 credits

Workplace mediation is an emerging specialty within the field of mediation. The high costs of workplace conflict are driving companies and regulatory agencies such as the EEOC to use mediation and other conflict resolution practices in the workplace. Building on theory and skills introduced in CORE Mediation, this course begins with an overview of workplace conflict and the costs involved for companies, application of mediation practice to the workplace environment, strategies to handle difficult workplace behavior, and a summary of informal and formal arbitration practices. The course covers the process of planning workplace mediation within profit, nonprofit, and governmental workplace settings. The course specifically addresses

unique workplace mediation issues including civil rights, sexual harassment, and disability disputes. Special issues such as power and emotions along with cross-cultural and multi-party cases are covered. The course concludes with a presentation of emerging concepts of appreciative inquiry and its application to workplace disputes.

#### **BUS/MWB 620 Arbitration** 3 credits

The Arbitration course is a collaborative online class, which covers the history of arbitration, its relationship in law, and common applications. The course will present topics such as arbitration statutes, awards, staying proceedings, costs, and fees. Issues of jurisdiction, arbitrator qualifications and duties, contract analysis, rules of evidence, admissibility, and relevance will be discussed in readings and online discussions with other students and the instructor. The second half of the class covers the actual pre-hearing procedures, the hearing itself (including discussion of both procedure and dealing with substantive issues), the award (including issues of determination on the issue and potential remedies available, and the practical matter of writing the award), and grounds for challenging the award (including the concepts of appeal and judicial review). The class methodology will rely on case study evaluations to highlight weekly topics.

#### **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.

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# New York State Education Department Inventory of Registered Programs

Higher Education General Information Survey Code for Classifying Academic Subject Areas

PROGRAM TITLE	HEGIS	AWARD
<b>SCHOOL OF BUSINESS &amp; TECHNOLOGY: BUSINESS PROGRAMS</b>		
Administrative/Management Studies	5004	AAS
Business	0501	BS
Accounting (NYS CPA Track)	0502	BS
Bachelor of Professional Studies in Business and Management	0599	BPS
Business	0506	MBA
Management	0506	MS

<b>SCHOOL OF BUSINESS &amp; TECHNOLOGY: TECHNOLOGY PROGRAMS</b>		
Cybersecurity	5199	Certificate
Cybersecurity Management	0799	Certificate
Cybersecurity	0702	BS
Technical Studies	5315	AAS
Technology	5315	AS
Technology	0925	BS
Electrical Engineering Technology	0925	BS
Information Technology	0702	BS
Nuclear Engineering Technology	0925	BS
Bachelor of Professional Studies in Technology Management	0599	BPS
Cybersecurity	0702	MS
Cybersecurity	0702	MS

PROGRAM TITLE	HEGIS	AWARD
<b>SCHOOL OF HEALTH SCIENCES PROGRAMS</b>		
Public Health	1214	BS
Health Sciences	5201	AS
Health Sciences	1201	BS, MS
Health Care Management	1202	BS-MBA, MS in HCA

<b>SCHOOL OF LIBERAL ARTS PROGRAMS</b>		
Liberal Arts	5649	AA, AS
Liberal Arts	4901	BA, BS
Liberal Studies	4901	MA
History	2205	BA, BS
Humanities	1599	BA
Natural Sciences	1901	BS
Psychology	2001	BA, BS
Social Sciences	2201	BS
Sociology	2208	BA, BS

<b>SCHOOL OF NURSING PROGRAMS</b>		
Nursing	5208	AAS, AS
Nursing	1203.10	BS, RN-MS, MS
Nursing Education	1203.12	Certificate
Nursing Leadership and Administration of Health Care Systems	1203.12	Certificate

<b>SCHOOL OF PUBLIC SERVICE PROGRAMS</b>		
Criminal Justice	5505	AS
Criminal Justice	2105	BS, MS
Homeland Security and Emergency Management	2101	BS
Military Leadership	2299	BS
National Security	2210	BS
Paralegal Studies	5099	AS
Public Administration	2102	MPA

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