



School of Management

The **SCHOOL OF MANAGEMENT** offers graduate programs that prepare students for improved management performance, increased career advancement opportunities and more effective leadership in private, public and non-profit organizations. Students with professional or technical experience develop their managerial skills to position them for the next level of leadership. Those with more limited formal experience gain the knowledge and competencies to prepare them for jobs or careers of their choice.

Academic programs — The School of Management offers the Master of Business Administration (MBA), the MBA Healthcare, and Master of Management (MM) degrees, each with several specialization options, as well as graduate certificate programs.

Faculty and Learning Environment — The majority of faculty members are practicing professionals and bring to their courses practical as well as conceptual knowledge in their areas of expertise. Classes are small and highly interactive.

Experiential Learning — Many courses involve live case studies where students work on problems of real businesses and organizations. A student consulting company provides additional opportunities for students to work on solutions to real-world problems under the guidance of faculty or corporate mentors. Students with limited work experience are encouraged to take up internships or practica.

Student body — The student body is highly diverse by design, encompassing a multicultural and multi-generational range that provides an effective training ground for learning how to work in diverse teams.

Admission, Assessment and Orientation

Admission counselors give applicants an overview of the College's academic programs and assist with the application process. Applicants will meet with an admission committee once they have submitted all required application materials. Once accepted, students must complete required assessments to help determine their individual program of study. A staff advisor is available to assist students until they have been assigned a faculty advisor.

A writing assessment is conducted to ensure that entering students (degree candidates and certificate students) demonstrate graduate level English language communication and writing skills. **If assessment indicates need, additional coursework will be required. Tutoring services are also provided.**

Orientation — *New students are required to attend School of Management Orientation*, held just before each term begins.

Advising, Leadership Seminar and Capstone

The seminar leader is the student's academic advisor for the duration of the program and has responsibility for advising the student on academic planning, signing off on leaves of absence and graduation clearance. The advisor schedules periodic individual meetings with the student.

Leadership Seminar — The seminar is a key feature of graduate study at the School of Management. Each cohort of students stays with their seminar leader/faculty advisor throughout the leadership seminar series. Students learn to assess their own strengths and abilities, create professional development plans and a career portfolio. They work on projects and exercises that build communication, teamwork, leadership skills.

Capstone Seminar — The Graduate Management Capstone Seminar provides support for students' work on the Capstone project. The Capstone project is undertaken towards the end of the student's program, and after specific program core requirements have been met. The Capstone project enables students to demonstrate their learning from courses and seminars through a designed application-oriented experience.

Practicum/Internship

Students in a master's degree program who have limited work experience in their desired career field may choose to take one or more practicum/internship courses as electives, after they have completed two terms of study in the program. Students are responsible for identifying the job or position, and must consult with their advisor regarding the relevance of the position for their program of study. Students and the practicum advisor work out the details of their practicum course contract which must be approved by the dean. International students who opt for practicum/internship courses must meet all regulations for authorized Curricular Practical Training (see *International Students*).

Course Delivery and Scheduling

School of Management courses are delivered in a number of modes. Some courses meet weekly in the afternoons or evenings over the duration of the term. Others are available in a weekend intensive format, meeting intensively during specified weekends. Some courses are offered completely online with no class meetings, while others are available in a hybrid or blended learning format with a combination of classroom interaction and online work. Some courses are available in more than one mode, but not all courses are available in all modes.

Professional Development Certificate Option

Students desiring only coursework focused in a specific field of study may earn a certificate in one of several areas. Certificate courses, taken within three years of matriculation, may be accepted into a degree program if they meet current requirements. An earned bachelor's degree is required to transfer graduate credit into a degree program. (See also *Transfer of Credit*).

Sigma Beta Delta Honor Society

School of Management students with GPAs in the top 20% of their graduating class, and who show evidence of leadership or community service are eligible for induction into Sigma Beta Delta, the national honor society for business and management students.

Management Education for Organizations

Academic programs and courses may be tailored to meet the needs of private and public organizations. An organization may select courses from the catalog to meet its needs for staff training and/or to serve its mission and clients. We can focus the course content and activities on the organization's particular situation, or more broadly, as needed.



Master of Business Administration • CIP code 520201

45-54 credits • 5 terms full-time

Program Description — The Master of Business Administration prepares students with the practical skills and specialized knowledge that are essential for meaningful business and managerial careers. Working managers seeking advancement, emerging professionals, or those desiring to switch careers, gain the tools and competencies that will help them succeed in achieving their goals. A general management core provides broad-based business knowledge, a cohort-based seminar series develops teamwork and leadership skills, and specialization options allow students to gain job-ready competencies. The program offers opportunities to work on real-life business problems in student teams with faculty and business mentors. In the final capstone project, students develop a business idea and prepare a pitch-deck to present to an investor panel.

Learning Outcomes — Graduates of the program will be expected to: be capable of leading themselves and others, demonstrate critical and problem-solving skills, be skilled in the analysis and strategic use of financial data and tools, operate strategically within the framework of markets, technology and resources, demonstrate cultural competence in diverse organizational settings, effectively manage change, complexity and uncertainty, and demonstrate professional integrity.

Careers — Management and leadership positions in business, non-profit and government organizations. Jobs include: marketing analyst or manager, business analyst, project manager, human resources manager, general manager.

Admission requirements: Bachelor's degree and other School of Management requirements, and two years of work experience recommended.

Online courses: 50% or more of your Cambridge College courses may be fully-online. International students may take only one fully-online course in any term.

General Prerequisites

Graduate level English language communication and writing skills. Coursework required in first term(s) if writing assessment indicates need (credits do not count towards degree).

- MMG501E Business Communication
- MMG505 Graduate Writing

Foundation Courses9 credits

Take in first term(s) **or** demonstrate competency through prior undergraduate or graduate courses with grades of B or better from a regionally accredited institution. If waived, credits required for degree are reduced.

- MMG506 Quantitative Analysis for Managers
- MMG514 Accounting for Managers
- MMG515 Economics for Managers

Seminar & Capstone9 credits

- MMG500 Graduate Management Orientation Seminar (0 credit)
- MMG691-693 Leadership Seminar I-III (3 terms @2 credits)
Must be taken in sequence with same seminar leader.
- MMG694 Graduate Management Capstone Seminar
(preqs: MMG691-693, MMG511, 512, 520, 725; and no more than 12 credits remaining to finish program)

MBA Core Courses 27 credits

- MMG511 Foundations of Management
- MMG512 Organizational Environment
- MMG520 Financial Accounting (preq. MMG514)
- MMG522 Information Systems in the Organization
- MMG525 Statistical Decision Techniques for Managers (preq. MMG506)
- MMG710 Project Management
- MMG725 Financial Management (preq. MMG520)
- MMG733 Marketing Management
- MMG740 Human Resources Management

MBA Specialization9 credits

See next page.



(All courses @ 3 credits except as noted.)



MBA

Continued

Master of Business Administration

MBA Specialization9 credits

Business Analytics

Technical, managerial and analytic skills for managing data and databases in organizations and using data to improve decision-making and performance. Jobs include financial analyst, sales and marketing analyst, business operations analyst.

- MMG717 Systems Analysis & Design (preq. MMG522)
- MMG714 Data Management (preq. MMG522)
- MMG729 Business Intell & Analytics (preq. MMG522 and 714)

Human Resources Management

Skills and competencies needed for human resource professionals including recruitment and staffing, negotiation, training and development, benefits management, organizational development. Jobs include HR manager, training and development specialist, employment services manager, benefits specialist.

Choose three:

- MMG560 Managing a Diverse Workforce
- MMG746 The Manager as Negotiator
- MMG744 Management Training & Development (preq. MMG740)
- MMG755 Organization Development & Change Management (preq. MMG512)

Information Technology Management

Core information systems, IT principles; application and alignment of technology with business needs. Jobs include IT manager, systems analyst.

- MMG717 Systems Analysis & Design (preq. MMG522)
- MMG715 Management Information Technology (required last course in specialization)

Choose one:

- MMG700 IT Service Management (preq. MMG522)
- MMG714 Data Management (preq. MMG522)
- MMG795 Advanced Project Management (preq: experience in a project team or as project manager. or MMG710/equivalent.)

Marketing

Market analysis and research, marketing planning, digital marketing, marketing strategy. Jobs include marketing analyst, marketing associate, social media specialist, marketing manager.

- MMG517 Research Methods for Managers (preq. MMG733)
- MMG736 Digital Marketing (preq. MMG733)
- MMG737 Marketing Strategy (preq. MMG733 and 517; required last course in specialization)

Non-Profit Management (preq. MMG511 and 512 recommended)

Budgeting and finance, strategic planning, grant-writing and resource development, leadership. Jobs include business development associate, fundraising associate, grants administrator, human resources manager, program director.

- MMG727 Budgeting & Finance for Nonprofit & Public Organizations (preq. MMG514, MMG520 recommended)
- MMG760 Strategic Planning for Non-Profit Organizations (required last course in specialization)

Choose one:

- MMG750 Business, Government & Ethics
- MMG770 Grant Writing and Resource Development

IF STUDENTS PREFER NOT TO SPECIALIZE, they choose three courses from available SOM electives in consultation with advisor.



Master of Business Administration/Health Care • CIP code 510701

45-54 credits • 5 terms full-time

Program Description — The Master of Business Administration/Health Care prepares students for managerial careers in health care. It has been designed to meet the demands of healthcare employers with today's most in-demand management degree, and is delivered by faculty who are practicing managers and experts in the field. The analytic core of the MBA is combined with with a strong healthcare emphasis. Students gain problem-solving, data analysis, project management, financial and technological skills, as well as communication, self-management, teamwork and leadership skills, along with an in-depth knowledge of the issues, challenges and best practices in the healthcare industry. The program is designed for working professionals with experience and/or strong interest in healthcare. Students attend classes with other healthcare professionals, with whom they exchange insights. Students may specialize in health care management or healthcare informatics.

Learning Outcomes — Graduates of the program will be expected to be capable of leading themselves and others, demonstrate critical and problem-solving skills, be skilled in the analysis and strategic use of financial and other data and tools, operate strategically within the framework of markets, technology, regulation and resources, demonstrate cultural competence in diverse organizational settings, effectively manage change, complexity and uncertainty, and demonstrate professional integrity. They will understand health care systems and processes, ethical and public policy issues in health care and know how to manage quality, safety and cost-effectiveness in health care delivery.

Careers — Management and leadership positions in health care organizations such as hospitals, public and private health agencies, insurance companies and other health care businesses.

General Prerequisites

Graduate level English language communication and writing skills. Coursework required in first term(s) if writing assessment indicates need (credits do not count towards degree).

- MMG501E Business Communication
- MMG505 Graduate Writing

Foundation Courses9 credits

Take in first term(s) **or** demonstrate competency through prior undergraduate or graduate courses with grades of B or better from a regionally accredited institution. If waived, credits required for degree are reduced.

- MMG506 Quantitative Analysis for Managers
- MMG514 Accounting for Managers
- MMG515 Economics for Managers

(All courses @ 3 credits except as noted.)

Seminar & Capstone9 credits

- MMG500 Graduate Management Orientation Seminar (0 credit)
- MMG691-693 Leadership Seminar I-III (3 terms @2 credits)
Must be taken in sequence with same seminar leader.
- MMG694 Graduate Management Capstone Seminar
(preqs: MMG691-693, MMG511, 512, 520; MHC720, MHC725; and no more than 12 credits remaining to finish program)

MBA Core Courses 18 credits

- MMG511 Foundations of Management
- MMG512 Organizational Environment
- MMG520 Financial Accounting (preq. MMG514)
- MMG522 Information Systems in the Organization
- MMG525 Statistical Decision Techniques for Managers
(preq. MMG506)
- MMG710 Project Management

Health Care Core Courses 9 credits

- MHC720 The U.S. Health Care System
- MHC725 Financial Management in Health Care (preq. MMG514)
- MHC750 Health Care Policy & Ethics

Specialization9 credits

Health Care Management — choose three courses

- MHC710 Risk Management in Health Care
- MHC730 Health Care Information Systems (preq. MMG522)
- MHC740 Strategic Planning in Health Care
- MHC741 Emergency & All-Hazards Preparedness in Health Care

Health Care Informatics

Health/Medical information systems and software; IT project management; data and information management; use of data for analysis and decision-making. Jobs include IT and information systems management and analysis in health care organizations and facilities.

- MHC730 Health Care Information Systems (preq. MMG522)
- MHC732 Life Cycle of Information Systems (preq. MMG522)
- MHC733 Data, Knowledge & Information Management
(preq. MMG522)

Admission requirements: Bachelor's degree and other School of Management requirements and two years of appropriate work experience recommended.

Online courses: 50% or more of your Cambridge College courses may be fully-online. International students may take only one fully-online course in any term.



Master of Management • CIP code 520201

37 credits • 4 terms full-time

Program Description — The Master of Management program provides leadership and management skills and introduces the best current practices in private, public and non-profit organizations.

The curriculum combines core management foundation coursework with concentration options and electives that allow students to specialize. The application of theory to management practice is emphasized. A required management seminar series focuses on the development of “people management” skills and the integration of knowledge acquired throughout the program.

Learning Outcomes — Graduates will:

- Develop strong communication, analytical, research and decision-making skills.
- Learn to manage themselves and their own professional development, and to manage and lead others.
- Have the ability to use and understand the role of technology in organizations.
- Learn to manage human, financial and informational resources.
- Understand how to foster change and innovation and value and promote diversity in organizations.
- Understand the global, social and environmental context of management and the importance of ethical and socially responsible decision-making.

Careers — Graduates are prepared for advancement into supervisory and management positions in business, non-profit and government organizations. Management career opportunities include jobs in human resources, retailing, marketing, financial services, information technology, health care, non-profit management, organizational development, consulting, and training and development.

Admission requirements

Bachelor's degree and other School of Management requirements, and three years of appropriate work experience recommended.

General Prerequisites

Graduate level English language communication and writing skills. Coursework required in first term(s) if writing assessment indicates need (credits do not count towards degree).

MMG501E Business Communication

MMG505 Graduate Writing

Seminar & Capstone9 credits

MMG500 Graduate Management Orientation Seminar (0 credit)

MMG691-693 Leadership Seminar I-III (3 terms @2 credits)

Must be taken in sequence with same seminar leader.

MMG694 Graduate Management Capstone Seminar

(preqs: MMG691-693, MMG511, 512, 514; and no more than 10 credits remaining to finish program)

MM Core Courses 12 credits

MMG511 Foundations of Management

MMG512 Organizational Environment

MMG514 Accounting for Managers

MMG517 Research Methods for Managers

Electives or Concentration 16 credits

Choose graduate management electives or a concentration to meet career and academic goals. (Health care management and informatics courses may not be taken as electives outside those concentrations.)

Concentrations

- Organizational Leadership
- Non-Profit & Public Management
- Information Technology Management

Health Care Concentrations—must be chosen and approved at time of admission

- Health Care Management
- Health Care Informatics

Practicum course may be taken with special permission.

(All courses @ 3 credits except as noted.)



Master of Management Concentration or Certificate

Health Care Management • CIP code 510701

16 credits • accepted in MM and MBA

Program Description — The Health Care Management concentration helps health care professionals seeking career advancement gain the skills needed for leadership positions as managers or administrators. The core MM curriculum is combined with health care courses to provide students with comprehensive management and leadership skills as well as knowledge needed to solve problems in a variety of health care settings. The program is taught by health care practitioners who help students integrate theory and practice. Work experience in health care is required to enter this program.

Learning Outcomes — In addition to general MM outcomes, graduates will:

- Comprehend the global, social and environmental context of management and the importance of ethical and socially responsible decision-making.
- Understand health care systems and processes.
- Acquire a systems perspective to understand and analyze health care issues.
- Bring to bear a problem-solving orientation to issues of quality and cost-effectiveness in health care delivery.
- Understand ethical and public policy issues in health care.

Careers — Graduates are trained for advancement into supervisory and management positions in health care. Career opportunities include jobs in hospitals, clinics and outpatient departments, nursing homes and home health care agencies, physician practices, public health agencies, community health centers, and health insurance companies.

Required courses

MHC720 The U.S. Health Care System (*required first course*)

MHC750 Health Care Policy & Ethics

Choose three elective courses

MHC710 Risk Management in Health Care

MHC725 Financial Management in Health Care (preq. MMG514)

MHC730 Health Care Information Systems (preq. MMG522)

MHC740 Strategic Planning in Health Care

MHC741 Emergency & All-Hazards Preparedness in Health Care

Choose one 1-credit course

DMG605 Grant Writing

MHC721 Introduction to Health Care Disparities

(All courses @ 3 credits except as noted.)

Master of Management Concentration or Certificate

Health Care Informatics • CIP code 510701

16 credits • accepted in MM and MBA

Program Description — The Health Care Informatics concentration addresses key area of expertise in the emerging field of health care informatics including the fundamentals of health information systems and software, project management, and data, knowledge and information management. A required field work project enables students to demonstrate their skills in a work setting. Work experience in health care or information technology is required to enter this program as it builds on the student's prior knowledge. Faculty members are practitioners who work in the health care informatics field and introduce students to current trends and best practices in the field.

Learning Outcomes — In addition to general MM outcomes, graduates will:

- Gain an understanding of the fundamentals of computer information systems and systems analysis.
- Become familiar with health information systems and software.
- Obtain skills in project management.
- Acquire the ability to work with data, knowledge and information in health care settings.
- Gain the ability to support successful informatics initiatives within their organizations.

Careers — Graduates are trained for advancement into supervisory and management positions in business, non-profit and government organizations. They will be poised to work as practice workflow re-engineers, clinician/practitioner consultants, EMR implementation and support specialists, and health information technology project managers. Career opportunities include IT management, business management, systems analysis, health care organizations and facilities.

Required courses

MMG522 Information Systems in the Organization (*required first course*)

MHC730 Health Care Information Systems

MHC732 Life Cycle of Information Systems

MHC733 Data, Knowledge and Information Management (preq. MMG522, MHC730)

MMG710 Project Management Concepts & Practices

MHC735 Health Care Informatics Field Work (1 credit) (preq. all concentration courses)

Admission requirements

Bachelor's degree and other School of Management requirements, and three years of appropriate work experience recommended.

- **MM Concentration:** Personal interview with the SOM Admissions Committee and/or program chair, dean or regional site director. See also MM admission requirements.
- **Certificate:** Approval of the program chair, dean or regional site director.
- If **writing assessment** indicates need, additional coursework may be required.





Master of Management Concentration or Certificate

Information Technology Management • CIP code 520201

16 credits • accepted in MM and MBA

Program Description — The Information Technology Management concentration provides understanding of core information systems principles and the role of the systems professional and IT within an organization. Students get an overview of hardware, software, file/database concepts, systems analysis and design methodologies. They will acquire basic project management skills.

Learning Outcomes — In addition to general MM outcomes, graduates will:

- Understand how information technology may be used efficiently and effectively in the business environment.
- Be able to manage IT projects.
- Acquire the tools needed to manage IT departments.
- Be able to utilize technology to more efficiently manage functional areas within an organization.
- Understand how to align technology and business needs.

Careers — Graduates are trained for advancement into supervisory and management positions in business, non-profit and government organizations. Graduates will be able to move into jobs involving information technology, including jobs in IT management, business management, project management, systems analysis.

Required courses

- MMG522 Information Systems in the Organization
(required first course)
- MMG710 Project Management Concepts & Practices
- MMG717 Systems Analysis & Design (preq. MMG522)
- MMG715 Management Information Technology (preq. MMG522)
- DMG621 Statistical Analysis Using Spreadsheets (1 credit)

Choose one elective course

- MMG700 IT Service Management (preq. MMG522)
- MMG714 Data Management (preq. MMG522)
- MMG795 Advanced Project Management (preq: experience in a project team or as project manager, or MMG710/equivalent.)

Admission requirements

- **Certificate:** Bachelor's degree and other School of Management requirements and three years of appropriate work experience recommended.
- **MM Concentration:** See MM or MM55 admission requirements.
- If **writing assessment** indicates need, additional coursework may be required.

(All courses @ 3 credits except as noted.)



Master of Management Concentration or Certificate

NonProfit & Public

Management • CIP code 520201

16 credits • accepted in MM and MBA

Program Description — The Nonprofit & Public Management concentration offers an understanding of management's role in a non-profit setting and of the nonprofit/public sector's role in society. Students learn to work more effectively with people from diverse cultures and build consensus. They learn to create and administer budgets, read and interpret financial reports, and the importance of financial planning. They learn how to work with boards, donors and government agencies and are introduced to the basics of grant and proposal writing.

Learning Outcomes — In addition to general MM outcomes, graduates will:

- Deepen their understanding of the non-profit/public sector's role in society.
- Be able to manage and work more effectively with diverse groups of people, inspire teamwork and morale, and build consensus.
- Be able to create and administer a budget, read and interpret financial statements.
- Be able to work more effectively with boards, donors and government agencies.
- Know how to write grant proposals.

Careers — Graduates are trained for advancement into supervisory and management positions in non-profit and government organizations. The non-profit sector is expected to grow and provide job opportunities at all levels for qualified candidates. Mid level positions are often staffed from within the organization, and graduates will increase their chances for promotion. Typical job titles include program associate or manager, project manager, development associate or manager, client relations manager/supervisor, human resources manager, executive director.

Required courses

- MMG727 Budgeting & Finance for Nonprofit & Public Organizations (req. MMG514)
- MMG760 Strategic Planning for Non-Profit Organizations (required last course in specialization)

Choose one:

- MMG750 Business, Government & Ethics
- MMG770 Grant Writing and Resource Development

Choose two MBA electives or Organizational Leadership courses and one directed study (1 credit) in consultation with your advisor.

(All courses @ 3 credits except as noted.)

Master of Management Concentration or Certificate

Organizational Leadership • CIP code 520201

16 credits • accepted in MM

Program Description — The Organizational Leadership concentration helps students understand organization design and dynamics and learn strategies to manage the performance of employees and the organization as a whole. It will help them understand and enhance their own leadership potential and lead and manage change in organizations.

Learning Outcomes — In addition to general MM outcomes, graduates will:

- Enhance their ability to lead within an organization.
- Be able to apply strategies to develop employees.
- Gain an understanding of organizational design and dynamics.
- Understand and be able to apply a variety of practical tools used in organization development.
- Acquire strategies to help organizations better adapt to new technologies, markets and challenges.

Careers — Graduates are trained for advancement into supervisory and management positions in business, non-profit and government organizations. Career opportunities include jobs in organization development, consulting, training and development.

Required courses

- MMG560 Managing a Diverse Workforce
- MMG740 Human Resource Management
- MMG743 Models of Leadership
- MMG755 Organization Development & Change Management

Choose one elective course

- MMG535 Communication Strategies for Organizational Effectiveness
- MMG746 The Manager as Negotiator
- MMG757 Consulting Skills for Managers
- MMG770 Grant Writing

Choose one 1-credit course

- DMG614 Performance Management
- DMG753 Introduction to Organizational Coaching

Admission requirements

Certificate:

- Bachelor's degree and other School of Management requirements.
- Three years of work experience recommended.

MM Concentration: See MM or MM55 admission requirements.

If **writing assessment** indicates need, additional coursework may be required.





Certificates Only

Graduate Management Certificate

Business • CIP code 520201

16 credits • not accepted in MM

Program Description — The Business certificate provides an overview of business functions such as accounting, marketing and finance and prepares students to manage the business aspects of an organization. Students become familiar with the essential concepts, processes and best practices in each of these areas. They develop analytical and decision making skills and learn to think strategically in terms of markets, technology and resources.

Learning Outcomes — Students will:

- Gain the ability to manage human, financial and informational resources in their organization.
- Be prepared for positions within the functional areas of a business.

Careers — Students are trained for advancement into supervisory and management positions in business, non-profit and government organizations or to pursue career advancement within their industry. Jobs titles may include: sales associate or manager, marketing analyst or manager, business analyst, project manager, human resources manager.

Required courses

- MMG520 Financial Accounting (preq. MMG514 or equivalent)
 MMG525 Statistical Decision Techniques for Managers (preq. MMG506 or equivalent)
 MMG733 Marketing Management (preq. MMG511 recommended)
 MMG740 Human Resource Management

Choose one elective course from the MBA program

Choose one 1-credit course

- DMG603 Drafting Business Contracts
 DMG615 Developing a Business Plan
 DMG621 Statistical Analysis Using Spreadsheets
 DMG604 Social Media Marketing

Graduate Management Certificate

Small Business Development • CIP code 520201

16 credits • not accepted in MM

Program Description — The Small Business Development certificate prepares students to deal with the challenges and issues entrepreneurs and small-business managers must face to ensure long-term success. It is intended for students who are exploring new business ideas or are already self-employed or part of a family-run operation.

Learning Outcomes — Students will learn how to:

- Prepare a business plan.
- Budget and manage finances.
- Market a product or service.
- Manage a business and employees.

Careers — Students gain the ability to start and operate a small business or manage an existing one. Careers include (but are not limited to) small business owner, franchise operator, manager in a family-run or small-to-medium size business.

Required courses

- MMG735 Entrepreneurship & Small Business Management (preq. MMG511, 520)
 MMG520 Financial Accounting (preq. MMG514)
 MMG733 Marketing Management (preq. MMG511 recommended)
 DMG615 Developing a Business Plan (1 credit)

Choose two elective courses

- MMG561 Business Law
 MMG710 Project Management Concepts & Practices
 MMG725 Financial Management (preq. MMG520)
 MMG734 Business Planning
 MMG740 Human Resource Management
 MMG746 The Manager as Negotiator
 MMG736 Digital Marketing (preq. MMG733)

Admission requirements:

- Bachelor's degree and other School of Management requirements.
- Three years of work experience recommended.

If **writing assessment** indicates need, additional coursework may be required.

(All courses @ 3 credits except as noted.)



Master of Management MM55 • CIP code 520201

55 credits • 6 terms

Program Description — The MM55 program is for qualified individuals with five to ten years of extensive leadership and management experience; who demonstrate readiness for graduate study; and who do not need a bachelor's degree to advance their careers.

To start, foundational courses introduce and acclimate students to management theories and competencies. Then, MM55 students complete the standard Master of Management courses and concentrations.

Learning Outcomes — Through the introductory coursework students will acquire the competencies needed for further graduate study and to excel in their managerial careers. They will:

- Master the skills of academic and professional communication.
- Improve their critical thinking, research and technology skills.
- Improve their skills in quantitative and financial analysis.
- Deepen their understanding of the social, political and economic aspects of business.

Through the rest of their course work students build on their experience and improve their ability to:

- Manage themselves and their own professional development.
- Manage and lead others.
- Manage human, financial and informational resources.
- Foster change and innovation, and value and promote diversity in their organizations.

Careers — Graduates move into positions that require increasing levels of responsibility and leadership. Graduates have moved on to senior level positions in a variety of fields or enhanced their ability to lead their own organizations.

Admission requirements:

- Associate's degree, professional degree or license (e.g. RN); or at least 60 undergraduate credits that meet general criteria for transfer., and other School of Management requirements.
- 5-10 years of proven leadership and management experience required. Health care concentrations: includes three years of health care experience (Informatics: or information technology experience).

SKILLS ASSESSMENTS are conducted to ensure that entering MM students demonstrate graduate level English language communication and writing skills, computer and numeracy skills. **If assessments indicate need, program prerequisite coursework will be required.**

The MM55 is not a substitute for a bachelor's degree. A bachelor's degree may be required of students who decide to pursue further education or obtain professional licenses. Potential new employers may require a bachelor's degree.

Program Prerequisite . . . required if assessments indicate need
MMG501E Business Communication for the Global Workplace; additional 3 credits do not count towards degree.

Managerial Competencies & Theory 18 credits

Must be taken **before** core and concentration courses and Capstone.

- MMG500 Management Orientation Seminar (0 credit)
- MMG504 Computer Applications for Business
- MMG505 Graduate Writing
- MMG506 Quantitative Analysis for Managers
- MMG507 Analysis & Communication for Managers
- MMG515 Economics for Managers
- MMG522 Information Systems in the Organization

MMG504, 505, and 506 may be waived based on assessment conducted at the beginning of the term, and replaced with management electives. MMG507, 515, and 522 cannot be waived.

Seminar & Capstone 9 credits

MMG691-693 Leadership Seminar I-III (3 terms @2 credits)
Must be taken in sequence with same seminar leader.

MMG694 Graduate Management Capstone Seminar
(preqs: MMG691-693, MMG511, 512, 517, 514; and no more than 10 credits remaining to finish program)

Core Courses 12 credits

- MMG511 Foundations of Management
- MMG512 Organizational Environment
- MMG514 Accounting for Managers
- MMG517 Research Methods for Managers

Concentration or Management Electives . . . 16 credits

Choose a management concentration or 16 credits of graduate management courses to meet career and academic goals. (Health care management and informatics courses may not be taken as electives outside those concentrations.)

Concentrations

- Information Technology Management
- Organizational Leadership
- Nonprofit & Public Management

Health Care Concentrations—must be chosen and approved at time of admission

- Health Care Management

Practicum course may be taken with special permission.

(All courses @ 3 credits except as noted.)



Master of Management (Puerto Rico) • CIP code 520201

37 credits • 4 terms full-time

Program Description — The Master of Management program provides leadership and management skills and introduces the best current practices in private, public and non-profit organizations.

The curriculum combines core management foundation coursework with concentration options that allow students to specialize. The application of theory to management practice is emphasized. A required management seminar series focuses on the development of “people management” skills and the integration of knowledge acquired throughout the program.

Learning Outcomes — Graduates will:

- Develop strong communication, analytical, research and decision-making skills.
- Learn to manage themselves and their own professional development, and to manage and lead others.
- Have the ability to use and understand the role of technology in organizations.
- Learn to manage human, financial and informational resources.
- Understand how to foster change and innovation and value and promote diversity in organizations.
- Understand the global, social and environmental context of management and the importance of ethical and socially responsible decision-making.
- Information Technology Concentration: Graduates will understand how to efficiently and effectively use technology to support organizations and business environments. They will be well able to manage IT projects and departments and functional areas within organizations.

Careers — Graduates are prepared for advancement into supervisory and management positions in business, non-profit and government organizations. Opportunities include jobs in human resources, retailing, marketing, financial services, information technology, non-profit management, consulting groups, government agencies/leaders.

Admission requirements

Bachelor's degree, other School of Management requirements, and three years of appropriate work experience recommended (see *Admissions*).

In Puerto Rico, all classroom instruction and coursework are in Spanish

Seminar & Capstone9 credits

MMG500 Graduate Management Orientation Seminar (0 credit)

MMG691-693 Leadership Seminar I-III (3 terms @2 credits)
Must be taken in sequence with same seminar leader.

MMG694 Graduate Management Capstone Seminar
(preqs: MMG691-693, MMG511, 512, 514; and no more than 10 credits remaining to finish program)

MM Core Courses 12 credits

MMG511 Foundations of Management

MMG512 Organizational Environment

MMG514 Accounting for Managers

MMG517 Research Methods for Managers

Concentration 16 credits

Choose concentration to meet career and academic goals.

Business

DMG615 Developing a Business Plan (1 credit)

MMG520 Financial Accounting

MMG525 Statistical Decision Techniques for Managers

MMG733 Marketing Management

MMG740 Human Resource Management

MMG561 Business Law

Information Technology

DMG621 Statistical Analysis Using Spreadsheets (1 credit)

MMG522 Information Systems in the Organization
(required first course)

MMG710 Project Management Concepts & Practices

MMG717 Systems Analysis & Design (preq. MMG522)

MMG715 Management of Information Technology (preq. MMG522)

MMG795 Advanced Project Management (preq: experience in a project team or as project manager, or MMG710)

(All courses @ 3 credits except as noted.)

Maestría en Gerencia (Puerto Rico) • CIP code 520201

37 créditos • 5 términos a tiempo completo

Descripción del programa — El programa de Maestría en Gerencia provee desarrollo de destrezas liderazgo y gerencia e introduce las mejores prácticas en el área de empresas privadas, públicas y sin fines de lucro.

El currículo combina la gestión de la gerencia y cursos electivos que permiten a los estudiantes especializarse; enfatiza la aplicación de la teoría a la práctica de la gerencia e incluye una serie de seminarios requeridos de gerencia que se centran en el desarrollo de habilidades de “gestión de la gente” y la integración de los conocimientos adquiridos durante el programa.

Resultados del aprendizaje — el estudiante graduado:

- Desarrollará sólidas destrezas de comunicación, análisis, investigación y la capacidad de toma de decisiones.
- Aprenderá a conducirse a sí mismo incluyendo su desarrollo profesional, así como a administrar y guiar a otros.
- Tendrá la capacidad para utilizar y entender el rol de la tecnología en las organizaciones.
- Aprenderá a administrar recursos humanos, financieros e informativos.
- Entenderá cómo fomentar el cambio, la innovación, el valor y a promover la diversidad en las organizaciones.
- Entenderá el contexto global, social y ambiental de la gerencia y la importancia de la toma de decisiones éticas y socialmente responsables.
- Los graduados de la concentración de Tecnología de la Información podrán entender cómo utilizar eficiente y efectivamente la tecnología para apoyar los ambientes organizacionales y de negocio. Serán capaces de administrar proyectos de tecnología de la información y áreas operacionales de esas entidades.

Carreras — Los graduados estarán preparados para ser promovidos a puestos de supervisión y de gestión en las organizaciones empresariales, sin fines de lucro y gubernamentales. Las oportunidades de esta carrera incluyen la gerencia de puestos de trabajo en recursos humanos, el comercio detallista, mercadeo, servicios financieros, tecnología de la información, la gestión sin fines de lucro, consultoría y la formación o desarrollo profesional.

Requisitos de admisión:

Grado de bachillerato, otros requisitos de la Escuela de Gerencia, y tres años de experiencias de trabajo.

Todos los cursos se ofrecen en español

Seminarios y Capstone 9 créditos

MMG500 Graduate Management Orientation Seminar (0 credit)

MMG691-693 Leadership Seminar I-III (3 terms @2 credits)
Deben tomarse en orden con el mismo profesor.

MMG694 Graduate Management Capstone Seminar
(preqs: MMG691-693, MMG511, 512, 514; y no más de 10 créditos para terminar el grado.)

Cursos medulares 12 credits

MMG511 Foundations of Management

MMG512 Organizational Environment

MMG514 Accounting for Managers

MMG517 Research Methods for Managers

Concentración 16 créditos

Choose concentration to meet career and academic goals.

Gerencia de Negocios

DMG615 Developing a Business Plan (1 crédito)

MMG520 Financial Accounting

MMG525 Statistical Decision Techniques for Managers

MMG733 Marketing Management

MMG740 Human Resource Management

MMG516 Business Law

Gerencia en Tecnología de la Información

DMG621 Statistical Analysis Using Spreadsheets (1 crédito)

MMG522 Information Systems in the Organization
(*requisito previo*)

MMG710 Project Management Concepts & Practices

MMG717 Systems Analysis & Design (preq. MMG522)

MMG715 Management of Information Technology (preq. MMG522)

MMG795 Advanced Project Management (preq: experiencia como líder de equipo o de proyecto, o MMG710)

(Todos los cursos son de 3 créditos excepto aquellos marcados)

Management Course Descriptions

One-Credit Courses (DMG)

DMG 506 Essentials of Accounting - 1 credit

This course covers the fundamental principles of accounting. Key concepts are discussed along with use, setup and posting of balance sheets, income statements, cash flow statements, statements of retained earnings, and required SEC 10K filings. Students learn about dual entry-accrual accounting, and how to analyze key ratios derived from financial statements used in the management of organizations.

DMG 601 Forecasting and Planning - 1 credit

This course covers short and medium term forecasting techniques, and long term and strategic planning; quantitative and qualitative forecasting techniques are emphasized. Quantitative techniques using computer applications are presented and used for situations for which historical data is available. When no such data is available, e.g., to forecast demand or revenues for new products, qualitative techniques are used. For longer-term projections, strategic planning concepts will be utilized.

DMG 602 Introduction to Project Management - 1 credit

This course explores the major issues and techniques of project management. It has been designed to provide the students with the basic skills and knowledge necessary to plan and manage projects within their organizations.

DMG 603 Drafting Business Contracts - 1 credit

This course is designed for students who have completed at least one of the following courses: MMG746, MMG747, or MMG748, and/or those who are interested in developing a basic understanding of the mechanics of creating a formal contract. When one has completed a negotiation, whether using a hardball (distributive) or an interest-based (integrative) approach, the time comes when it is necessary to analyze (memorialize) the agreement by putting it into writing in the form of a legal and binding contract. Through this directed study students will develop the skills and resources to create such a document. The focus will be on the legal elements of a contract; the ramifications, legal and otherwise, of "loopholes" within contracts; and the basic law governing contracts in the United States.

DMG 604 Social Media Marketing - 1 credit

With the rise of social media and the abundance of devices that allow people to be connected 24/7, marketing is experiencing a dramatic shift from traditional print, radio, and broadcast to social media. Social media allows brands to communicate, listen, and respond faster than it was ever possible before. After this course, you will understand the elements of social media marketing; create and implement a strategy; and how to use tools to analyze the effectiveness of your social media strategy.

DMG 605 Grant Writing - 1 credit

This module for non-profit managers introduces the planning and proposal development phases of grant writing. It demystifies the process, from developing a fundable idea to identifying potential donors and

structuring the technical components. Hands-on activities provide practice in the art and craft of grantsmanship.

DMG 614 Performance Management - 1 credit

This course helps managers learn a more holistic approach to performance management and communicate more effectively with their employees regarding performance. It helps them understand that performance management is not just a "once-a-year" phenomenon connected to compensation, but is an ongoing process that includes a clear understanding of work goals and expectations, development of skills, knowledge and abilities, and ongoing communication. The learning methodology includes a transfer of content and knowledge that includes a performance management system as well as the use of simulations, role-plays and case studies.

DMG 615 Developing a Business Plan - 1 credit

Developing a business plan is a hands-on course that provides students with the basics of how to develop a business plan. Students learn how to describe the business, how to use a structured coaching process to write the business plan, and how to use the business plan to anticipate key issues. The course covers (1) business plan basics including: who needs to write a business plan, when to write one, how long it should be, what a business plan can and cannot do, the risks of writing a business plan, (2) the elements of a business plan, (3) how to develop the plan and (4) ways to enhance a business plan.

DMG 621 Statistical Analysis Using Spreadsheets - 1 credit

Previous experience with Windows and spreadsheets preferred. This course helps students use spreadsheets to develop complete analysis and presentations. Using Microsoft Excel, this course reviews the fundamentals of spreadsheet design, creation and formatting. Students learn how to create graphs and charts, and how to perform a variety of time-series, financial and statistical calculations. They learn to perform "what if" analyses and use spreadsheets for simple descriptive statistics and regression analysis.

DMG 647 Negotiation in the Health Care System - 1 credit

This course helps professionals in the health care system to develop the skills of interest-based, win-win negotiation. Students learn theory and tactics for diagnosing a conflict, planning for negotiation, and implementing a cooperative strategy within a health care setting. Students are observed through simulation and role play; a final application paper is required. Texts are *Getting to Yes* by Roger Fisher and *Renegotiating Health Care* by Leonard Marcus.

DMG 753 Introduction to Organizational Coaching - 1 credit

This course gives students the opportunity to develop and improve skills in organizational coaching. The course emphasizes performance assessment and performance management. Learners practice conducting coaching sessions and acquire critical coaching skills in active listening; giving and receiving feedback; and developing and managing performance improvement action plans. Special attention is given to cross cultural coaching, motivation, and the assessment of personal coaching styles.

Health Care Management (MHC)

MHC 600 Practicum in Health Care Management - 1-2 credits

This course is an elective intended for students with limited work experience in the health care management field and is open to students who have completed at least two terms of work in the MM or MBA program. Students will undertake a supervised practicum or internship in an organization, working not more than 20 hours per week during the fall and spring terms (full time may be permitted in the summer) in a position related to the concentration. Students are responsible for obtaining the position. Students work with the practicum advisor to design the learning objectives and outcomes of the practicum and will be required to submit learning papers and reports. International students will need approval for curricular practical training from the International Students' Office.

MHC 710 Risk Management in Health Care - 3 credits

This course deals with the discipline of dealing with the possibility that some future event will cause harm. It examines a variety of contemporary issues surrounding managerial and analytical problems involved in health care risk management. It includes a historical review of the role of risk management in health care and the evolution from a reactive to a pro-active focus and discusses the planning of a pro-active, patient outcome focused risk management program.

MHC 712 Healthcare Operations Management - 3 credits

Health care managers learn how to manage the outcomes of their organizations and departments more efficiently. Operations management involves planning the functioning of health care organizations for the most productive and efficient allocation of resources. Management functions such as planning, utilization of resources, control, and continuous quality management are addressed.

MHC 720 The U.S. Health Care System - 3 credits

The course will review the evolution of health care in the U. S., explore the structure of the current system, and consider the impact of emerging trends on the provision of health care in the future. Various components and stakeholders will be identified, with special attention on the diversity of care options and evolving roles of government as a funding source and regulator. Developments in national health care policy, the cost-quality-access conundrum, and the expansion of health care reimbursement options will be examined. The course also examines health care systems in other countries as a means to access alternative approaches to health care delivery issues.

MHC 721 Introduction to Health Care Disparities - Race, Ethnicity and Health - 1 credit

This course is designed to provide students with knowledge about racial and ethnic, disparities in health and health care. The course will examine the ways in which dyadic relationships and multiple forms of discrimination contribute to racial and ethnic disparities in health. Students will examine the ways in which neighborhood and community factors and inequalities in socioeconomic status influence health behaviors, access to health care services and health status outcomes. Individual characteristics such as acculturation, patient preferences, provider congruence and cultural competence will be explored in this course.

MHC 723 Unequal Treatment: Disparities in Health Care - 3 credits

This course will examine racial and ethnic disparities in health and human services and theories as to why those disparities exist. Students will consider policies that impact quality and equity of care. Specifically we will look at Title VI of the Civil Rights Act, which states that persons will not be treated differently on the basis of race, creed or color and how this important policy has been implemented and enforced over time. The course will use as its primary text the Institute of Medicine's (IOM) report issued in 2003; Unequal treatment: Confronting Racial and Ethnic Disparities in Health Care. While most of the research in this area has focused on health care, we will continually look at the relevance and application to social and human services. Students will critically review current efforts to address disparities in care and will focus on cultural competence.

MHC 725 Financial Management in Health Care - 3 credits

Prerequisite: MMG514 or equivalent. This course prepares health care managers to participate effectively in financial decision making within health care organizations. It focuses on how to use financial and program data to effectively analyze costs of programs and departments. Financial accounting, managerial accounting, and contemporary financial concepts are introduced. Special attention is given to Medicare, Medicaid, insurance, managed care, and government funding.

MHC 730 Health Care Information Systems - 3 credits

Prerequisite: MMG 522. This course includes an overview of the health care information technology system as well as clinical information systems devoted to the direct management of the patient. It provides guidance for implementing, managing, and accessing clinical information systems in various health care settings. Discusses medical records, resource management and security, the importance of disaster planning, standards and regulatory issues as related to informatics. Also examines the current state and future of health care informatics, including tele-medicine and emerging technologies, and explores the new technology creation and adoption processes and the impact of rapidly evolving technologies in the health care arena.

MHC 732 Life Cycle of Information Systems in Health Care Informatics - 3 credits

Prerequisite: MMG 522, MHC 730. This course helps health care professionals understand the life-cycle of an information system and view it as a continuous process while maintaining the underlying support for the system. The course provides the tools needed to select a health information system based upon identified criteria in an individual health care agency and includes strategic planning, analysis, design and implementation, as well as testing and evaluation of the system.

MHC 733 Data, Knowledge and Information Management in Health Care Informatics - 3 credits

Prerequisite: MMG 522, MHC 730. The purpose of the course is to help health care professionals transform data into useful information for decision-making. This information is then utilized to support administrative and clinical decision-making. Course content will include the process of decision-making, securing the right information, human factors that affect the use of information, information classifications, and the human-computer interaction in health care organizations.

MHC 735 Health Care Informatics: Fieldwork - 1 credit

Prerequisite: all concentration courses. The field work requirement provides the student with hands-on experience in a health care informatics setting. Students will be expected to complete an informatics project at a health care agency involving a total of 40 - 50 hours over a semester with an agency preceptor and under the guidance of a faculty advisor.

MHC 740 Strategic Planning in Health Care - 3 credits

This course focuses on developing an organizational vision, mission and goals, and integrating all components of the health care organization to achieve those goals. Strategic analysis, plan development and implementation strategies are included, as well as monitoring and evaluation.

MHC 741 Emergency and All-Hazards Preparedness in a Health Care Setting - 3 credits

This course is intended for the health care manager who is responsible for the preparedness of his or her organization in a disaster situation. It focuses on planning and preparedness for all types of hazards. It covers such topics such as the legal and ethical issues surrounding disaster planning and preparedness, obtaining assistance from government and other agencies, interagency cooperation, integrating civil and military response and meeting the needs of special populations.

MHC 749 Special Issues in Health Care - 3 credits

A special topic in health care is addressed from a health systems perspective. Financial implications, policy and ethical issues are considered. Racial, ethnic and economic dimensions of the issues are explored.

MHC 750 Health Care Policy and Ethics - 3 credits

This course gives an overview of policy development at the organizational, local and national levels. Students assess the influence of influence of actors, arenas, and socio-historical trends on health care policy. They explore ethical principles and how they are infused into all aspects of health care and health care management.

MHC 761 Health Care Services for the Elderly - 3 credits

This course outlines the interface of gerontology - the study of human aging - and elder care services, the caring for this population. It will review care provided to seniors within a variety of institutional settings, as well as outpatient and home care services. The course provides a comprehensive overview of programs, policies, and services and examines the issues, challenges and dilemmas confronting the provision of health care services to the elderly.

MHC 762 Nursing Home Administration - 3 credits

This course is an introduction to long term care nursing home administration. It introduces the student to the industry, to facility management, to senior populations and the variety of issues confronting the industry today. These include nursing, resident-centered care and quality of life, facility management, fiscal management and human resources, leadership, and regulatory requirements and accreditation. The content will prepare the student to take the NHA-LTC test.

MHC new) Human Resources Management in Health Care - 3 credits

This course is designed to study the essential role of human resources management within healthcare organizations. To meet the challenges of the marketplace, organizations will need to improve the quality of the services provided; streamline clinical delivery and support systems and transform human resources management accordingly. The degree to which organizations manage the people issues may determine the success of health care institutions. This course serves as a comprehensive foundation for all aspects of human resources planning, development, and administration and is vital to both the human resources professional and the line manager. Through the text readings, journal articles, case analyses, and student presentations, we will explore key issues and concerns in the human resources field.

Management (MMG)

MMG 500 Graduate Management Orientation Seminar - 0 credit

Provides incoming students with an orientation to the graduate management programs, including an overview of their philosophy and curriculum, and the benefits and rationale of the academic model. Introduces students to the resources of the College such as the learning management system, the online library and academic support services. Students meet with their academic advisor and develop their academic plans.

MMG 501E Business Communication - 3 credits

This course is focused on the communication, analysis, and presentation skills necessary for success in the U.S. and global business environment. Using a variety of materials including articles from newspapers, videos and podcasts of business topics and cases, students will develop their reading listening, critical thinking and oral and written communication skills. Students will be exposed to issues facing managers in today's environment and gain a better understanding of the cultural assumptions and communication styles of the U.S. business workplace. They will learn the appropriate style of communication for different types of business situations - participating in meetings, interviewing, writing memos or reports and making oral presentations. They will learn to develop clear and persuasive arguments both orally and in writing. Students may be required to take this course based on results of their initial writing assessment. It does not count as an elective in the Master of Management program.

MMG 504 Computer Applications for Business - 3 credits

This course familiarizes learners with the personal computer, Windows, word processing (Microsoft Word), spreadsheet (EXCEL), presentations (PowerPoint), E-mail and the Internet. Students get hands-on experience with these applications and an overview of personal and professional uses. Students progress from a beginning level through an intermediate level. This course is a requirement for students in the MM55 program. It may not be taken as an elective.

MMG 505 Graduate Writing - 3 credits

This course concentrates on strategies and techniques for building an academic essay. Challenging readings are used to promote the kind of critical thinking and analysis that best support graduate work. Students move from initial ideas, to first drafts, to strategies for revising their papers to achieve a polished product. Through a sequence of three to four progressively longer essays, students come to understand their own writing styles, strengths and difficulties, and become competent evaluators of their own work. By giving attention to the writing process itself and its different phases, students gain awareness of how to achieve their best work. This course is a requirement for students in the MM 55 Program. It may not be taken as an elective.

MMG 506 Quantitative Analysis for Managers - 3 credits

Students learn to think about and express business problems in quantitative terms. They examine basics of number theory, arithmetic operations including ratios and proportions, percentages, graphing, and algebraic operations. Students get an introduction to probability theory and statistical analysis. Topics include descriptive statistics, probability distributions, sampling, estimation, hypothesis testing, simple and multiple regression and correlation. Students learn to apply quantitative tools to solve a variety of business problems and create and use quantitative models for real-world problems. Charts and graphs are created using spreadsheet software. This course is a prerequisite to MMG525 Statistical Decision Techniques for Managers.

MMG 507 Analysis and Communication for Managers - 3 credits

This course addresses the analytical and communication skills necessary for success in business environments. Students develop their critical thinking skills and enhance their ability to evaluate claims, evidence and assumptions and develop persuasive arguments through analysis of management case studies. The course also covers different forms of business communications including memos, reports, and oral presentations. This course is a requirement for students in the MM 55 Program. It may not be taken as an elective.

MMG 508 Information Research and Technology - 3 credits

Prerequisite: MMG504 or equivalent. Students gain the knowledge, skills and abilities to apply principles of information research to their academic, work and professional lives. They gain ability to analyze problems, research and select relevant information from industry and professional publications, corporate and non-profit financial statements, print and electronic sources. They will become able to create an effective presentation and publish it in print or electronic form. This course is a requirement for students in the MM 55 Program. It may not be taken as an elective.

MMG 509 Political, Social and Economic Aspects of Business - 3 credits

This course provides a broad liberal arts foundation to management theory and concepts. It draws upon the disciplines of economics and political science, the study of society and culture, and the tools of ethical analysis. It helps students gain a basic understanding of economic concepts and institutions, the role of government in business and the impact of political institutions and processes. Issues of interrelatedness in the global economy and polity are considered. The societal implications of business decisions, issues of multiculturalism

and diversity and the use of ethical analysis to guide business decisions are addressed. This course is a requirement for students in the MM 55 Program. It may not be taken as an elective.

MMG 511 Foundations of Management - 3 credits

This course provides an overview of the field of management and establishes a foundation and common vocabulary for future course work. It emphasizes the functions of planning, organizing, directing and controlling. The course assumes students have limited academic knowledge of management theory, and some experience in real world management situations to bring into the classroom. In each session the class explores some aspects of management in theoretical terms and then focuses on application of the theory to the practical problems facing managers.

MMG 512 Organizational Environment - 3 credits

This course provides an overview of the external and internal environment of organizations. It helps students understand the resource, market, technological, economic, and socio-political context of the organization, and the impact of multiple stakeholders on its goals and decision-making processes. It examines organizational architecture and dynamics from the structural, human resource, political and symbolic perspectives. The course draws on theories and research on organizations, including topics such as motivation, leadership, and organizational change and development. The intent of the course is to provide students with the theoretical base to better understand organizational behavior, and to equip them with tools to analyze and improve upon their own managerial practice.

MMG 514 Accounting for Managers - 3 credits

This course provides a broad view of accounting, from the point of view of those who prepare and use financial information. It combines elements of financial and management accounting in order to provide a background for managers to understand how financial analysis can impact their decision making. Students will become familiar with the four major financial statements: the balance sheet, income statement, statement of retained earnings and the statement of cash flows. They will also be given an overview of the firm's operating, financing, and investing activities; and an introduction to product costing, operating budgets, and capital investment decisions.

MMG 515 Economics for Managers - 3 credits

The main objective of this course is to provide students with the basic concepts and analytical tools of economics and to apply them so as to understand the workings of a market economy and to increase their effectiveness as managers. After an introduction to the basic economic tools of supply and demand, and the treatment of profit maximization, we will cover the basic concepts of microeconomics for use in business decision making. Throughout the course, we will use economic theory and real world examples to analyze and understand the main issues of microeconomics and macroeconomics as they apply to the business world.

MMG 517 Research Methods for Managers - 3 credits

This course helps students understand the role of research in the management decision making process and in the development of business plans and strategies. It helps students become familiar with the research process and with a variety of business research tools

and techniques. Students learn how to define a problem and write good research questions, determine what tools and techniques are appropriate for different kinds of problems, find information sources and assess their reliability, and critically analyze information. They also learn how to present the results of research in appropriate output formats. This course helps students with their independent learning projects.

MMG 519 IT Security Management Planning Procedure and Policy - 3 credits

Security management includes identification of an organization's information assets and the development, documentation, and implementation of policies, standards, procedures, and guidelines. Students learn from a management perspective the tools required to rate system vulnerabilities. Students also define an information security strategy while prioritizing threats to information assets.

MMG 520 Financial Accounting - 3 credits

Prerequisite: MMG514 or equivalent. Financial Accounting covers the four basic financial statements and the way they are used by decision makers. Fundamentals and principles of accounting are discussed along with key concepts underlying accounting systems. Students learn the framework of debits and credits used in posting. The course has a focus on interpretation, analysis and communication of financial data. It covers balance sheets, income statements, cash flow statements, statements of retained earnings, and required SEC 10K filings. Students learn dual entry - accrual accounting with a focus on analysis of key ratios derived from financial statements for internal management. Special attention is given to accounting for assets, liabilities and owner's equity. Additional topics include generally accepted accounting principles (GAP), the Sarbanes-Oxley regulations, and ethics in accounting.

MMG 521 Managerial Accounting - 3 credits

Prerequisite: MMG520. This course examines the application of accounting principles and procedures to the planning and control functions of management. The emphasis is on costs, cost-profit relationships, measures of performance, and uses of accounting in long-range planning. Topics will include cost accounting techniques, overhead allocations, standard cost, profit planning and responsibility accounting.

MMG 522 Information Systems in the Organization - 3 credits

The course provides an overview of computer information systems. Students will be presented with the core information systems principles, offered an overview of the information systems discipline, and will learn about the changing role of the information systems professional. This course will enable students, regardless of their field, to understand and use fundamental information systems principles so that they can function more efficiently and effectively as workers, managers, decision makers and organizational leaders.

MMG 525 Statistical Decision Techniques for Managers - 3 credits

Prerequisite: MMG506 Quantitative Analysis for Managers or equivalent. This course provides students with the knowledge and appropriate use of descriptive and inferential statistical techniques

used in management decision making and develops their ability to characterize management problems that can be solved by such techniques. Topics include descriptive statistics, probability distributions, sampling, estimation, hypothesis testing, simple and multiple regression and correlation, chi square testing, analysis of variance, and decision theory. Spreadsheet and statistical computer programs are used in the class.

MMG 535 Communication Strategies for Organizational Effectiveness - 3 credits

Organizational effectiveness is a process, not an event. This course will look at the assessment, analysis and evaluation of present organizational strategies and provide opportunities to design and implement more effective communication within the organization. By measuring the functions of (1) purpose, (2) strategy, (3) feedback, (4) processes and procedures, and (5) leadership/membership.

MMG 560 Managing a Diverse Workforce - 3 credits

Current business conditions are surveyed, and participants are introduced to the link between the business agenda and human capital. Since the workforce is critical to the success of the American business agenda, much of this course is dedicated to the development of competencies necessary to manage a diverse workforce. This course is for professionals dealing with issues of differences and diversity in contemporary organizations.

MMG 561 Business Law - 3 credits

The course provides an overview of the legal aspects and responsibilities/liabilities of managing an organization. Areas covered include the legal system, basic contract law and agency, and how these apply in an international context. It also examines legal issues relating to various organizational structures and the choice of a business organization (corporation, the agency relationship, partnership, sole proprietorship, not for profit and LLC).

MMG 600A Graduate Management Practicum - 1-2 credits

MMG 600A Practicum in Business - 1-2 credits

MMG 600C Practicum in Small Business Development - 1-2 credits

MMG 600D Practicum in Organizational Leadership - 1-2 credits

MMG 600E Practicum in Nonprofit and Public Management - 1-3 credits

MMG 600F Practicum in Information Technology Management - 1-2 credits

This course is an elective intended for students with limited working experience in their chosen field and is open to students who have completed at least two terms of work in the MM or MBA program. Students will undertake a supervised practicum or internship in an organization, working not more than 20 hours per week during the fall and spring terms (full time may be permitted in the summer) in a position related to the concentration. Students are responsible for obtaining the position. Students work with the practicum advisor to design the learning objectives and outcomes of the practicum and will be required to submit learning papers and reports. International students will need approval for curricular practical training from the International Students' Office.

MMG 691 Leadership Seminar I: Self-Diagnosis and Goal Setting - 2 credits

The Leadership Seminar serves as a learning laboratory for students to develop, integrate and demonstrate competencies in personal, professional and academic development. It provides an opportunity for students to test and apply learning in a practical and experiential context and to integrate experience and theory. In the first semester students self-diagnose their academic and managerial skills and develop academic and professional goals and plans. They also develop skills at being effective members of a learning community.

MMG 692 Leadership Seminar II: The Manager as Team Developer and Leader - 2 credits

This seminar focuses on the manager as a leader and developer of people and teams. Students develop important cognitive and affective skills: developing people, peer relationships, working with others, and resolving conflict. The seminar also helps the student learn how to leverage the diversity in teams and how utilize team resources effectively.

MMG 693 Leadership Seminar III: The Manager as Strategic Leader - 2 credits

Strategic leadership provides the scope and direction to help drive success for the organization. This seminar explores the skills and tools necessary for strategy formulation and execution and the ability to effectively manage change. Managing in an environment of change and uncertainty requires strategic leaders to craft and communicate organizational vision and consistently maintain a sense of direction, while simultaneously building ownership of goals and objectives for action within the units they are responsible for leading. Participants explore how strategic leaders make decisions based on values, invest in innovation, human capital, and create and maintain an effective culture to ensure long-term viability.

MMG 694 Graduate Management Capstone Seminar 3 credits

The Graduate Management Capstone Seminar is designed to support students in designing, implementing and presenting their capstone project. The capstone provides a culminating opportunity for students to apply and demonstrate the knowledge, skills and behaviors developed during their program through a designed action-learning experience, using the stated program outcomes and competencies as an assessment reference. Students will develop a business report / case analysis that demonstrates and documents their learning.

Prerequisites: Student must have completed at least 75% of their total program credits, seminars MMG691-693, as well as specific program core courses detailed in the program charts.

MMG 699 Graduate Management Capstone Continuation - 3 credits

Additional terms as needed to complete the Graduate Management Capstone project.

MMG 700 IT Service Management

Prerequisite: MMG522. In an age of cloud computing, on-demand services, virtualization, mobile devices, outsourcing and rapidly changing business delivery strategies, the role of IT is moving toward a focus on service integration. This course provides an introduction

to the concepts, tools and techniques of IT service management. Students will learn how to define and build a comprehensive IT service management solution that incorporates process, technology, organization and governance and become familiar with standard frameworks that provide industry best practices for aligning IT with business needs.

MMG 709 Innovation and New Product Design - 3 credits

This course will focus on how companies' top managers handle the complexity of managing growth through innovation and new product development. In today's economy, competitive advantage goes to firms that are able to out-innovate the competition. The course will help students (1) to increase their understanding of what it takes to make an organization and its employees embrace innovation, (2) to understand the approaches companies are taking to foster new product development globally, and (3) to understand the capabilities organizations need in order to handle the complexities associated with the implementation of a global new product development strategy.

MMG 710 Project Management Concepts and Practices - 3 credits

In this course, students will learn how to use the concepts, tools and techniques of project management in order to successfully manage system development projects. System development project failures are generally failures of management, not failures of technology. Good management, along with an understanding of the appropriate use of technology, is therefore essential. Students will learn, in particular, how to apply the concepts, tools and techniques of project management in today's dynamic, digital business environment, where projects must be brought to completion under increasingly compressed time frames and where decisions must be made under conditions of uncertainty.

MMG 712 Operations Management - 3 credits

Operations refers to the process by which an organization converts inputs (facilities, equipment, labor, etc.) into outputs (services and goods). This process involves management functions such as planning, the acquisition and utilization of resources, control, evaluation, and appropriate change. This course also develops an appreciation of the distinctions and relationships between the operations function and other functions of the organization including finance and marketing.

MMG 713 Total Quality and Operations Management - 3 credits

Operations Management is the process by which an organization converts inputs (facilities, equipment, labor, etc.) into outputs (services and goods). This conversion process involves management functions including planning, acquisition and utilization of resources, control and evaluation. Total Quality Management (TQM) is a way for businesses and organizations to improve the quality of business processes and performance. This course develops an appreciation of the TQM concept as well as the distinctions and relationships between the operations function and other functions of the organization.

MMG 714 Data Management - 3 credits

Prerequisites: MMG522, working knowledge of MS Excel. Today most enterprises rely heavily on data and technology to make strategic decisions to keep their organizations competitive, profitable and innovative. The technological revolution has ushered in the era of

big data and as a result, the field of data management has grown exponentially. This course offers the student the fundamentals of data management and helps prepare the interested student for future certification and professional development in the field.

MMG 715 Management of Information Technology - 3 credits

Prerequisite: MMG 522. This course provides an understanding of how information technology may be efficiently and effectively used in the business environment. Students get an overview of hardware, software, file/database concepts, systems analysis and design methodologies. The complex integration of hardware, software, data, procedures and personnel that is required for managing information systems is addressed. The impact of constantly changing information technology upon the organization and the management of the firm is discussed.

MMG 717 Systems Analysis & Design - 3 credits

Prerequisite: MMG522. Systems analysis and design is a critical competency for information technology. This course focuses on techniques for designing information systems more effectively and efficiently, by linking the information system, business mission and purpose and technology. Students learn the core skills required by systems analysts: from gathering requirements and modeling business needs, to creating blueprints for how the system should be built and implemented in a particular organization. The course provides a concise, yet informative theory of the systems development life cycle, and touches on project management, infrastructure management, system development and system implementation with examples from a variety of industries.

MMG 725 Financial Management - 3 credits

Prerequisite: MMG520. The major goal of the financial manager is to maximize the value of the firm. Accordingly, this course focuses on analysis and interpretation of financial data from the income statement, balance sheet and the statement of cash flows, for decision making. Powerful planning and control tools such as pro forma budgeting and break-even analysis are introduced, as well as the concepts of operational and financial leverage. Students learn how to estimate the amount of cash an organization will need in its operations. One key focus of the course is on capital budgeting, based on the concepts of the time value of money. This includes calculations of future value (FV), present value (PV), net present value (NPV), internal rate of return (IRR) and payback period.

MMG 727 Budgeting and Finance for Non-Profit and Public Organizations - 3 credit

Prerequisite: MMG514 or equivalent. This course provides an introduction to the basic financial accounting systems used in nonprofit and public organizations. It also focuses on how to use the financial and program data to effectively analyze the costs associated with programs and services provided by the organization. The final area to be covered will be budget preparation and monitoring. The politics of the budgeting process will be examined. By the conclusion of the course the student will be able to effectively participate in the financial decision-making within his or her organization.

MMG 729 Business Intelligence and Analytics - 3 credits

Introduces students to business intelligence and data analytics, technology-driven processes for analyzing data for decision-making. Provides a theoretical background in storing and handling big data and practical skills in using tools to analyze data and build dashboards. Includes an overview of dashboarding, data warehousing, analytics, handling structured and unstructured data, and extracting, transforming, and loading data (ETL). Students gain hands-on experience with creating data visualizations and with SQL, the language used for querying structured data.

MMG 732 Global Business - 3 credits

Prerequisite: MMG511, MMG515 or equivalent. The purpose of this course is to introduce students to the dominant themes and theories of global business. The course consists of a fundamental study of the nature of business and its environment. In the course of our study we will examine managerial functions and processes in a global context.

MMG 733 Marketing Management - 3 credits

Prerequisite: MMG 511 recommended. This course provides a basic overview of the marketing management process, oriented primarily to the non-marketing specialist. It examines the role of marketing in a variety of organizations - product/service, public/private. It introduces students to the analysis of an organization's market environment, and the development of marketing programs designed to achieve organizational goals. Topics covered include the analysis of markets, buyers and competition; the identification and selection of target markets; the design of product, pricing, distribution and communication programs appropriate to selected markets; and the planning, implementation and control of the marketing effort. The course emphasizes the practical utility of marketing tools and concepts through the use of case studies and application to the students' own work environment. The course also attempts to create a heightened awareness of the global interrelationships affecting marketing, and the societal implications of marketing decisions.

MMG 734 Business Planning - 3 credits

This course allows students to learn about business development, new product/service planning, feasibility analysis and trends in innovation. During this course, students will learn how to test new products, forecast financial needs, and analyze market requirements. The basis of competition for new products/services, major traits of successful new ventures, market situation analysis, opportunities for professional challenge, common pitfalls and ways to avoid them will be addressed.

MMG 735 Entrepreneurship and Small Business Management - 3 credits

Prerequisite: MMG511, MMG520 or equivalent. This course examines the major characteristics of a self-employment venture and the issues facing the person starting or managing a small business. The focus is on the opportunities, risks, issues and problems facing the entrepreneur. Techniques learned in other management courses are integrated and applied to small businesses. Students prepare a business plan for a small business which defines the business concept and provides an integrated strategy for starting up or expanding a business.

MMG 736 Digital Marketing - 3 credits

Prerequisite: MMG733. For a business to succeed in today's digital world, it is important to have a strong digital footprint. The course will assist the students to identify and understand the elements of digital marketing and how to create, implement and evaluate a digital marketing strategy. Students acquire the knowledge to build and actively manage digital marketing campaigns across social media, website and mobile platforms and track results of digital advertising through analytic tools.

MMG 737 Marketing Strategy - 3 credits

Prerequisites: Marketing Management and MMG517). This course focuses on business level marketing strategy and uses the marketing planning process as the framework for understanding the integration and coordination of marketing decisions. Students will apply strategic marketing concepts to a real-life business case study. They will work in teams, under faculty supervision, on a marketing strategy consulting project. They will analyze the company issues and/or opportunity, gather information, and develop recommendations for action.

MMG739 Strategic Management - 3 credits

Prerequisites: MMG 511, MMG 512, MMG 514, MMG 725, MMG 733. Strategic management is concerned with managerial decisions and actions taken in order to ensure the success and sustainability of the entire organization in an environment of competition, change and uncertainty. The objectives of the course are to build an understanding of the key concepts in strategic management and the competitive business environment that organizations face, and to develop skills in applying the concepts to analyze real world situations. The course integrates prior learning in courses such as organizational environment, accounting, finance and marketing.

MMG 740 Human Resource Management - 3 credits

Changes in the social and legal environment, and the workforce, make it increasingly difficult for organizations to manage relations with employees. The human resources manager needs to be able to formulate organization-wide human resource policies which result in competitive strategy, efficiency and effectiveness, and which are consistent with the organization's culture and environment. The interests of many stakeholders have to be reflected in such policies — employees, unions, communities and government. The course helps students identify and understand Human Resources Management issues, develop skills in diagnosing situations, discuss effective approaches to problems and assess the comparative effects of immediate action and long-term policies.

MMG 743 Models of Leadership - 3 credits

An essential component of a successful career is an effective personal leadership style that fits appropriately within one's professional setting. Students explore the elements of individual style with the goal of increasing effectiveness. The course also examines the content of the professional setting and looks at the different strategies for achieving the most congruent fit possible. This course will be experiential, and there will be guest speakers.

MMG 744 Management Training and Development - 3 credits

This course will explore many of the tools and techniques that are available to organizations for the use of upgrading staff. Some of those tools and techniques will include needs assessment, alternative methodologies for presenting material and evaluation techniques. Students will develop a total system for training and development within their organization or sub-unit. The course is aimed at corporate training staffs and human resource managers. The focus will be on actual situations and case analyses.

MMG 746 The Manager as Negotiator - 3 credits

Effective managers must be able to deal successfully with limited resources, divergent interests of people, and organizational conflict. This course improves skills in negotiation and joint decision-making that students can apply immediately. Emphasis is on integrative bargaining and problem-solving. Students learn the theory and tactics for understanding and diagnosing a conflict, planning for negotiations, and implementing an effective conflict resolution strategy.

MMG 747 Negotiation Theories, Strategies and Tactics - 3 credits

This course explores and compares the different theories of bargaining and competitive negotiation styles, and evaluates the impact of different styles on negotiation outcomes including ethical issues. The course also examines planning, perception, cognitive biases, and the use of power/ influence in negotiations. Both one on one as well as multiple party negotiations will be studied. Emphasis is on the integration of negotiation theory, practice and behavior.

MMG 749 Global Negotiation - 3 credits

This course is designed for students who work in multi-cultural teams or negotiate in a multi-cultural setting. Students will learn how culture affects negotiating strategies, conflict management techniques and team effectiveness. Students will learn and apply a framework to help manage cultural differences whenever they impact business deals, disputes or team work.

MMG 750 Business, Government and Ethics - 3 credits

Prerequisite: MMG511, MMG512. This course explores the ethical environment of business and the ongoing relationship between business, government and society. Topics include the development of government regulations and the impact of regulations and likely future developments with an emphasis on ethical considerations.

MMG 755 Organization Development and Change Management - 3 credits

Prerequisite: MMG512. The theory and practice of organization development are introduced. Skills are developed in identifying how organizational systems operate together, including organization culture, leadership, structure, human resources, rewards, and technology. Students learn how to make effective change through dealing with an organization as a whole. Strategies are developed to help organizations adapt to new technologies, markets, and challenges, including the rate of change itself. Case studies and simulations are used throughout the class work.

MMG 757 Consulting Skills for Managers - 3 credits

This course explores the essentials of the consulting relationship and the skills critical to the consulting process. Managers develop ability to apply consulting skills and processes in a variety of situations from working with international personnel to getting the most from cross-functional teams to dealing with external clients and vendors. Tools for assessment, analysis and implementation will be reviewed. Topics include negotiating scope, influencing expectations, overcoming resistance and giving clients feedback.

MMG760 Strategic Planning for Non-Profit Organizations - 3 credits

This course is structured as a live case study. Students will learn through lectures the skills necessary to collect, analyze, and develop recommendations to support a nonprofit organization's strategic plan. Working in cross-functional teams, students will work with a real-life client and be responsible to prepare their strategic plan over the semester. Topics include: aligning mission, vision and values, performing an environmental scan, analyzing financial statements, building an organizational capacity plan, and improving leadership throughout the organization.

MMG 770 Grant Writing and Resource Development - 3 credits

This course covers the preparation of proposals to state, federal, and local agencies, corporations and private foundations. Students will learn how to prepare successful, competitive grant proposals and realistic, effective project-based budgets. The course will take students step-by-step through each stage of the proposal presentation process from research techniques to polishing the finished product. Best practices in funding research, planning and presentation will be covered. By the end of the course, students will have a prototype suitable for submission to a funder.

MMG 795 Advanced Project Management - 3 credits

MMG795 focuses on solving common problems in project management. Topics covered include: 1) How to use MS Project to plan and track projects; 2) How to recruit and motivate project teams; 3) How to accelerate a project plan - or make up time that was lost; 4) How to select and manage outsourced services; 5) How to plan for the unknown: risk, quality, and scope creep; 6) How to know whether your

project is doing well - and what to tell your sponsor, team, customers; 7) Your ethical and social responsibilities as a project manager. Students will build skills through group and individual assignments, case studies, and hands-on exercises. Prerequisite: Students need some experience with projects, either by previous experience on a project team or as a project manager. Students may substitute MMG710 or some other formal classroom course in project management for the prerequisite.

MMG 800 Independent Learning Project: Management - 3 credits

This comprehensive final project is focused on a topic in a student's concentration. The Management Seminar and the Seminar Leader provide direction and support for the project. The project demonstrates ability to define a problem, use appropriate resources, collect and analyze data, draw conclusions, and organize the written report.

(MMG new) Marketing in Non-Profit Organizations - 3 credits

In this course students will master the principles of marketing for a nonprofit agency. It will introduce students to marketing techniques used by nonprofit organizations to build a brand and develop mission-driven outreach to reach their core audience and to support the organization's future. This course will help those who want to play a more rounded role in shaping and implementing the direction of the marketing function in their nonprofit organization.