University of Phoenix Online

The intelligent way to attend class

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Every year thousands of busy professionals, just like you, earn their college degree via the Internet at University of Phoenix Online.

University of Phoenix Online. The nation's leading online university.

Founded in 1989, University of Phoenix Online was among the first accredited universities to provide college degree programs via the Internet. Today, our comprehensive Web-based program delivers unparalleled convenience and flexibility in the pursuit of your bachelor's, master's or doctoral degree. We offer complete degree programs in Business, Management, Technology, Education and Nursing. We also offer customized training programs to many of the world's largest corporations.

University of Phoenix Online is part of University of Phoenix, the nation's largest private university. As such, our mission is to provide a superior, real-world education in the most convenient and efficient way possible. Our programs extend the same up-to-date curriculum, experienced faculty and extensive student resources offered at all 100+ University of Phoenix campuses and learning centers. Our commitment to educational excellence and unsurpassed student service has made us the leading provider of higher education to working professionals via the Internet.

> *"As a Program Manager at Motorola, I travel all around the world and through my 16 years at Motorola I found it difficult to attend a "ground" school in order to earn my MBA. The online program was an answer to my prayers. University of Phoenix Online came to the forefront as a shining example of the new technocracies that enable us to manage the power of the Internet while experiencing an extremely well thought out system of higher education."* **Nancy Wendorf, MBA/GM, Program Manager, Motorola**

A better future is as close as your computer.

In our increasingly competitive marketplace, employers put a greater value on education than ever before. Today, college graduates earn an average of 62% more income than high school graduates. Those with a master's degree earn 95% more.* And the gap is widening. Through the year 2006, a majority of the fastest growing and highest paying occupations will require at least a bachelor's degree.**

> *"As a working mother, I was able to use my time wisely. I could use the day and evening for my job and my family, then when the kids went to bed, I went online."* **Hedy Hightower-Reeves, MBA, Manufacturing Planner, Clorox**

You know the difference a college degree can make in your career. The question is, how can you fit a college education into your busy schedule?

At University of Phoenix Online, you can earn your degree via the Internet whenever and wherever you want -- at home in the evenings, at work during lunch, or while traveling on business. No commuting. No lines. No wasted effort. You just click into class and start learning.

You'll be attending the nation's largest accredited private university, with a reputation for academic quality and exceptional student service. You'll also be earning one of the most current and relevant degrees offered in the areas of Business, Management, Technology Management, Information Systems, Education and Nursing. Best of all, most of our students complete their degree in just two or three years.

* U.S. Census Bureau
** U.S. Bureau of Labor Statistics

A superior, real-world education.

More than just convenient, University of Phoenix Online offers one of the most up-to-date and relevant curriculums available anywhere.

To ensure that our programs provide the skills and expertise that are in high demand, we develop our curriculum based on the current needs of industry. We then draw our faculty from among the leaders of that industry to provide the most valuable, real-world education possible. The curriculum is continually updated to reflect the latest proven concepts, methods and practices. All course assignments are designed to encourage the immediate use of new skills and knowledge at the workplace. You will complete projects as part of a study group that simulates the actual work environment. The entire program is organized to foster teamwork, critical thinking, and project management in real time. So while you are learning the concepts and techniques, you are also developing your decision-making, communications, presentation and leadership skills. The exact same skills that lead to success in today's business world.

"Invariably whatever course I was taking applied to whatever job I was doing at the time. For example, a project management course I was taking came in handy because I was appointed to head up a big telemarketing department for my company. It helped me to understand how to put together money resources, budget, personnel resources. All the steps you need to pull together to make the project happen. Everything we did at UOP related to the real world." **Linda L. Hanford, BSBM, Marketing Coordinator, Geoffrey H. Edmunds Home Builder**

About Online Education.

For decades, educators have debated the effectiveness of education delivered outside the classroom through Distance Education formats. Over that time volumes of research have proven that distance learners perform as well or better than their on-campus counter parts. A comprehensive study entitled The "No Significant Difference" Phenomenon cites 355 research reports, papers, and summaries dating back to 1928 that found no significant difference between distance learning and in-class learning. Where a difference was identified, it generally favored the distance learning student. Similarly, an extensive study conducted by the University of Phoenix comparing its own campus-based students to distance learners came to the same conclusion. In addition, the University of Phoenix study indicated that our online format was the most effective vehicle for distance education.

"The quality of the Online program surpassed the education I was getting on the land-based campuses. And that's because the depth and breadth of experience that other students brought to the classroom experience. In my class there were several students actually working in International Management around the world." **Richard D. Woonacot, MBA-GM, Legislative Representative for the Office of Traffic Safety**

Complete 100% of your education online.

With University of Phoenix Online, you can complete 100% of your education at the times and places most convenient to you. This includes all administration, registration, and book buying. All you need is a computer and an Internet Service Provider.

With easy-to-use Internet access software, you'll retrieve lectures, questions and assignments from your instructor then review them off-line. Because the information is all in text form, you'll never miss an important point. You'll have access to a full range of online research libraries and services. You'll also interact online with other successful professionals, sharing ideas, debating issues, and learning from their experience. This upgrades the quality of your work before its more formal, academic review by the instructor. Throughout the class, your instructor will provide guidance and feedback on your progress.

All interaction is conducted asynchronously, like e-mail, so you participate at your convenience. You never have to rush from the office to a night class or miss a lecture because of a scheduling conflict. All courses are offered one at a time, so you can explore each subject in more depth. Each course lasts five or six weeks, and if you need to take a break between courses, you can.

"With the Online format, you tend to be more productive, there's a flow that just keeps going. In a traditional classroom, you're sometimes reluctant to ask questions and participate, but in online you just type away. You also get more of the teacher's attention, because they have to respond, and respond quickly." **Raymond Choy, BSBIS, Software Quality Engineer, United Defense**

While the Online program does provide the utmost convenience and flexibility, it also requires the highest level of self-discipline. It will challenge your ability to quickly assimilate new ideas, evaluate complex data, think creatively, and communicate effectively. It will also be extremely rewarding. Year after year, in post-graduation surveys, an overwhelming majority (96%) of our alumni express a high level of satisfaction with their education and its impact on their career.

Hardware requirements.

To run the University of Phoenix Online access software, you will need Windows 95 or better. For best performance we recommend:

• Pentium or better with 64MB RAM or more
• 3GB Hard Drive or better
• SVGA monitor
• Internet connection with a 56.6 BPS modem or better

Faculty with Real-World Experience.

The University of Phoenix Online faculty includes over 3800 highly qualified instructors from across the country. Because we are not limited to those instructors residing in any one geographical area, we can draw from the most qualified in any given field or subject.

To ensure the value and relevance of our education, all our instructors hold master's or doctoral degrees. In addition, they hold high-level positions within the fields they teach. When they are not teaching class, our instructors are successful CEOs, CFOs, CIOs, supervisors, managers, business owners, executives and professionals. They know what it takes to manage a staff, manufacture a product, market a company, and make a profit.

"I think the quality of the education was very high. The instructors brought a wealth of diverse real-world experience into the classroom, whether it was from their years at IBM or from years of running their own business." **Donald Zvareck, MBA/TM, President, DICKEY-john Corp.**

They can share and discuss the latest proven industry theories and techniques. Which means, everything you learn in your program can be immediately applied to your career success.

To facilitate a productive and stimulating online learning environment, our instructors complete an extensive testing, training and mentoring program. All faculty must meet rigorous standards for both content knowledge and facilitation skills. Additional development courses, continuing education sessions, and ongoing faculty meetings are designed to enhance instructional skills and keep faculty up-to-date.

By selecting and training the best educated and most capable practitioner faculty, University of Phoenix Online is able to deliver a quality, real-world education of exceptional value.

Tuition and Fees.

Type of Fee	Amount	Payment Due
Application Fee	$85.00	At time of application
Tuition Per Credit		Two weeks prior to start date of each course
Undergraduate Courses	$410.00	
Graduate Courses	$505.00	

How our costs compare.

While the cost of attending a private college today is over $20,000 a year at many schools, the cost of attending University of Phoenix Online is less than half that. When you factor in the value of your time, the Online program becomes an even better investment. Because you can complete the University of Phoenix program a lot sooner than other programs, you realize the return on your investment a lot sooner as well.

"I was continually taking processes at my work environment and improving on them for class credit at school. As a result, I was promoted to director, and doubled my salary. University of Phoenix is setting the standard for the future of education. With University of Phoenix, there's no excuse for not focusing on your future." **Dennis Grant, BSBIS, Director of Information Systems for Pro Health Alliance**

Financial Aid.

Several low-interest financial aid options are also available, even to individuals with high income. University of Phoenix participates in many financial aid programs, including the Federal Stafford Student Loan, the Federal PLUS Loan, and the Federal Pell Grant. We do not charge our students for processing financial aid applications. For further details about your eligibility, and to receive application forms, please call and speak with a financial advisor.

Financing Options.

In addition to competitive rates, University of Phoenix offers numerous options for financing your education. Our cash paying plans offer you the advantage of paying for one course at a time, rather than an entire semester or year at once. This can help you manage your cash flow and personal budget. Another option is to pre-pay your tuition to guarantee that your rate will not be raised for the duration of your program.

University of Phoenix is also eligible for most company reimbursement programs. In fact, 59% of our students receive all or part of their tuition from their employer.

About University of Phoenix.

University of Phoenix was founded in 1976 to answer the unique educational needs of working adults. Unlike other universities, our innovative learning model recognizes the difference between younger students who have little experience and working professionals who possess a wealth of practical knowledge. Our programs are designed to leverage an adult student's experience to

"I like the fact that UOP is a for-profit school, because they understand that we are here to get value for our dollar. You have to be customer-oriented when you are for-profit, and University of Phoenix is." **Harold Stiles, MBA/TM, Project Engineer, Carolina Power and Light**

cover more ground in less time. Our curriculums also emphasize the immediate application of all learning to the workplace, adding real-world value to our education.

With 100+ campuses and learning centers in the U.S., Puerto Rico and Canada, University of Phoenix is currently the nation's largest private accredited university. Every year, we help more than 130,000 students achieve their career and academic goals. As proven by thousands of successful graduates, ours is an education that works.

Accreditation.

University of Phoenix is accredited by the Higher Learning Commission and is a member of the North Central Association (www.ncahigherlearningcommission.org; 312-263-0456).

The North Central Association of Colleges and Schools (NCA) is one of six regional institutional accrediting associations in the United States (each is named after the region in which it operates—Middle States, New England, North Central, Northwest, Southern, Western). These are the associations that grant membership to all regionally accredited educational institutions, including Harvard, Princeton and Yale. While independent of one another, the regional associations cooperate extensively and acknowledge one another's accreditation.

The NCA-CIHE maintains a continuous and comprehensive evaluation process to ensure that the degree programs offered by its accredited institutions provide consistently high quality. To learn more about NCA-CIHE accreditation visit: www.ncacihe.org

> *"The company I work for mostly hires MBAs from recognized schools, like Harvard, MIT, and Stanford. They recognized University of Phoenix Online as a quality education. I know it prepared me to perform my job at the highest level."* **Alida Evans, MBA, Telecom Information Specialist, McKinsey & Company Global Consulting**

The Bachelor of Science in Nursing and Master of Science in Nursing is accredited by the National League for Nursing (61 Broadway, 33rd Floor, New York, New York 10006; 212-363-5555).

National League for Nursing develops and improves the standards of quality nursing education, nursing service, and health care delivery in the United States. NLN serves as the national accrediting agency for nursing education. To learn more about NLN accreditation visit: www.nlnac.org

Take the next step. Enroll today.

Don't put it off any longer. The sooner you earn your degree, the sooner you'll have the knowledge, skills and credentials you need to excel in your field.

Work experience can be used to fulfill some credit requirements. Financing is available. Tuition costs may be partially tax deductible. Classes are starting soon.

For more information about the University of Phoenix and our programs, browse our website at: http://online.uophx.edu. Or if you're ready to get started, call us toll-free at 1-877-611-3390 Monday through Friday from 8 am to 6 pm (MST).

An experienced Enrollment Advisor will work with you to streamline the process of returning to school. Your advisor will answer all your questions regarding programs, start dates, financing and the application process. Once your application and fees have been received, your advisor will process your application, ship your software, help you order your textbooks and course materials, and get you into dass. From enrollment through graduation and afterwards, we're here to help you succeed.

> *"One of the things I liked the most about attending University of Phoenix Online was the closeness I had with my peers and my instructors. They were all extremely helpful. It seems that since I have achieved my goal in completing my Bachelor's in Business Management from University of Phoenix Online this has created a "thirst for knowledge" that will continue to be with me for the rest of my life."* **Katrina Brown, BSB/M**

To speak with an Enrollment Advisor immediately, call 1-877-611-3390.

UNDERGRADUATE DEGREE PROGRAMS

Undergraduate Programs
Undergraduate Admission Requirements

To enter an undergraduate program, you must have a high school diploma or equivalent, be at least 23 years of age, and be employed. If you are not employed, you must have access to an organizational environment that allows you to apply the concepts you learn in our courses.

As part of your admission, your prior coursework, elective classes, major studies, and credits awarded through the Assessment of Prior Learning or the College Level Examination Program (CLEP) will be considered for academic credit. If you have had professional training or have served in the military, you may be able to convert previous experience into academic credits.

Undergraduate students can choose to enroll directly into an undergraduate program, following a curriculum that depends on the number of previously earned credits being transferred. Another option is to finish the Associate of Arts program and gain the benefits of that diploma while continuing to study toward the Bachelor's degree.

"I was able to bring practical hands-on experience from work to class, and vice-versa. It was challenging, thought-provoking. It's not like regular school where you attend a class and then put it aside, you're living the education. It becomes a part of you." **Robert Finni, BSBA, Product Manager, International Calling Cards, AT&T**

Associate of Arts in General Studies

The General Studies program lays the foundation for future career advancement and takes you one step closer to earning a bachelor's degree. Its balanced curriculum will supply you with the tools you need to further your education. You will also gain a better understanding of the changes taking place in today's complex and competitive work environment.

The degree will take two years or less to complete. During that time, you will explore the fields of psychology, sociology, philosophy, history, and mathematics. Your classes will also help you strengthen your written and interpersonal communication skills, which are critical to success on the job. You will learn how to research and analyze vital information as well as how to examine the underlying rules and reasons why the world of business follows specific patterns. Total credits required for degree program: 60 credits.

COMM 102
Communication Skills for Career Growth
This course covers the skills necessary for effective communication in the work environment and modern society. The course provides an orientation to basic communication theories and discusses the fundamentals of interpersonal, written, and oral communication skills. Emphasis will be placed on applying these skills and theories to group processes and professional situations.

COMM 200
Interpersonal Communications Skills
This course fosters an understanding of effective inter-personal skills. It addresses self-awareness, group process, self-disclosure, effective communication, conflict resolution, and team building.

COMM 215
Essentials of College Writing
This course covers the essential writing strategies and skills required for college-level coursework. Emphasis is placed on the development of research papers, position papers, and case study analyses, and helps students distinguish between interpretive and analytical writing. The research process is approached from both the conceptual and applied perspectives. Discussion of elements of mechanics, style, citation, and proper documentation is included.

COMM 210
Advanced Composition
This is an advanced course in expository and argumentative writing designed for students preparing for professional careers. Emphasis is placed on critical thinking, thesis formation, research, bibliographic techniques, and stylistic skills necessary to produce articles and essays appropriate to professional journals and the general media.

COMM 315
Diversity Issues in Communication
The purpose of this course is to identify barriers to effective communication associated with racial, gender, cultural, and socioeconomic diversity in the workplace and in the community. Students develop an understanding of why and how diversity factors influence effective communication. The course introduces techniques for improving written, oral, and interpersonal communication skills in response to diversity concerns.

GEN 101
Skills for Lifelong Learning I

This course examines learning theory and the application of adult learning principles to communication skills, group processes, and personal management. Adult learners will develop strategies for achieving educational goals in school, work, and personal settings.

GEN 102
Skills for Lifelong Learning II
Adult learners use "virtual libraries," the Internet, and computer technology, as well as more traditional sources, to explore the variety of ways they can access information. This course also introduces students to the basics of critical thinking and problem solving.

HIS 120 and HIS 145
U.S. History
These courses recount the story of our country by looking at the experiences of the diverse races and nationalities that, woven together, have created the United States of America. Students will learn to appreciate the contributions various peoples have made to our American culture. Emphasis will be placed on how both compromise and conflict have played major parts in American history.

HUM 100
Introduction to the Humanities
This course provides an introduction to the arts through their expression in dominant themes of western culture. Concepts of nature and the individual in society are examined in the artistic works from the ancient world to medieval times. The course provides a framework for understanding and evaluating contemporary artistic endeavors.

MTH 209
College Mathematics II
This course continues the demonstration and examination of various basic algebra concepts which was begun in MTH208. It assists in building skills for performing more

complex mathematical operations and problem solving than in earlier courses. These concepts and skills should serve as a foundation for subsequent quantitative business coursework. Applications to real-world problems are emphasized throughout the course. Specific applications to disciplines such as statistics, accounting, finance, and economics are demonstrated and discussed. A variety of other applications such as geometry, personal finance, science, and engineering also are demonstrated and discussed.

PHL 215
Philosophy: Methods and Applications
This course offers an intensive introduction to philosophic problems and methodologies as developed by major figures in the history of philosophy. Application of philosophic methods to problem-solving, decision-making, ethical thought, and strategic thinking are covered.

PHL 251
Critical Thinking
This basic logic course helps students develop the ability to think both clearly and critically, primarily in the disciplines of inductive and deductive logic. Emphasis is placed on the recognition of fallacious reasoning, unclear or misleading language, and manipulation techniques in various forms of communication.

PSY 200
Introduction to Psychology
This course will provide an overview of basic psychological principles that will allow for an understanding and appreciation of the wide variety of human behavior that affects everyday life. Students will be provided an opportunity to hone their critical thinking skills in relation to psychology from a historical perspective and with attention to research-based behavioral science.

SCI 160
Introduction to Life Sciences
This course examines the biological hierarchy of organization, emergent properties, the cellular basis of life,

the correlation between structure and function, evolutionary adaptation, cellular order, reproduction, growth and development, energy utilization, and response to the environment.

SCI 220
Human Nutrition
This course provides an overview of nutritional concepts as related to therapeutic dietary planning, including the physiological and sociocultural aspects of human nutrition. Students analyze and plan diets.

SCI 256
People, Science, and the Environment
This course explores the interrelationship of human beings and their living and nonliving environments. The role of science in helping to define and address problems that stem from these interactions is examined.

SOC 101
Contemporary Issues in American Business
This course is a study of management techniques and their application to the issues of today's workplace. Historically, organizations and management have evolved to meet technical and social changes. Today's organizations and managers face very different issues in the workplace and must continue to adapt. This course examines the various elements that effect the adaptability and requirements faced by modern organizations.

SOC 200
Introduction to Sociology
This course is an introduction to the set of perspectives on human life that allows us to understand how our personal lives are effected by our place in society. It explores ways of looking at the world that allow us to understand how the events and meanings of our lives are part of group dynamics, of social institutions, of cultural meanings. It allows us to see personal events and meanings as affected by historical forces and to see how historical events may be shaped by personal choices.

Bachelor of Science in Business with a Major in Accounting

The Accounting major promotes identification with and orientation to the accounting profession and is designed to provide the knowledge, skills and abilities necessary for a successful accounting career. Core competencies in technology, critical thinking, and communication are emphasized throughout the curriculum. Technology, in particular, is embedded in all accounting courses. Students also have broad exposure to varied business disciplines including management, organizational behavior, economics, statistics and finance, and learn how the general manager integrates these disciplines to meet the strategic goals of the organization.

The Bachelor of Science in Business/Accounting coupled with the MBA in Accounting is designed to meet the education eligibility requirements for all states and jurisdictions: however, students are encouraged to contact their State Boards of Accountancy for state-specific requirements. This program requires 60 upper-division credit hours. Students must complete the General Education Requirements. Consult an Enrollment Advisor to determine how many previously earned credits can be applied. Total credits required for degree program: 120 credits.

General Education Requirements	
Communication Arts	6 credits
Social Science	6 credits
Humanities	6 credits
Mathematics	6 credits
Additional Liberal Arts	6 credits
Science and Technology	6 credits
Interdisciplinary Requirement	15 credits
Electives	9 credits

ACC 330
Accounting for Decision Making
This course introduces cost terminology and flows, standard cost systems, relevant costing, budgeting, inventory control, capital asset selection, responsibility accounting, and performance measurement.

ACC 340
Accounting Information Systems I
This course is designed to provide accounting students with the proper mix of technical information and real-world applications. Areas of study include fundamental concepts and technologies (what computers can do for business), the Internet, intranets, electronic commerce, information systems development, basic project management principles, decision support systems, and the benefits of computer and human synergy.

ACC 362
Financial Accounting I
This course covers the fundamentals of financial accounting as well as the identification, measurement, and reporting of the financial effects of economic events on the enterprise. Financial information is examined from the perspective of effective management decision making with special emphasis on the planning and controlling responsibilities of practicing managers.

ACC 363
Financial Accounting II
This course introduces plant assets, liabilities, accounting for corporations, investments, statements of cash flows, financial statement analysis, time value of money, payroll accounting, and other significant liabilities.

ACC 421
Intermediate Financial Accounting I
This course examines the conceptual framework of accounting, including cash versus accrual accounting, the income statement and balance sheet, the time value of money, cash receivables, and inventory.

ACC 422
Intermediate Financial Accounting II
This course is the second of the three part series of courses related to intermediate accounting. This section examines the balance sheet in more detail, including intangible assets, current liabilities and contingencies, long-term liabilities, stockholder's equity, and earnings per share. The course finishes with a look at investments and revenue recognition. Interwoven in the presentation of the material is an assortment of ethical dilemmas that encourage discussions about how the accountant should handle specific situations.

ACC 423
Intermediate Financial Accounting III
This course is the third of a three part series of courses related to intermediate accounting. This course examines income taxes, pensions and post retirement benefits, leases, changes and error analysis, statement of cash flows and full disclosures issues. The course finishes with a look at derivative instruments. Interwoven in the presentation of the material is an assortment of ethical dilemmas that encourage discussions about how the accountant should handle specific situations.

ACC 440
Advanced Financial Accounting
This course covers business combinations and diversified companies, consolidations of financial statements, home office and branch accounting, segments, foreign currency transactions, and corporate reorganizations and liquidations

ACC 460
Government and Non-Profit Accounting
This course covers fund accounting, budget and control issues, revenue and expense recognition, and issues of reporting for both government and non-profit entities.

ACC 483
Income Tax - Individual
This course is a basic introduction to federal taxation. The purpose is to familiarize the student with fundamental tax

issues and provide the student with a general understanding of the history, laws, and policies of federal taxation.

ACC 491
Contemporary Auditing I
This course is the first in a two-part series that deals with auditing a company's financial reports, internal controls, and Electronic Data Processing (EDP) systems. Topics include auditing standards, evidence, audit planning and documentation, materiality and risk, internal control, statistical tools, and the overall audit plan and program.

ACC 492
Contemporary Auditing II
This course is the second in a two-part series that deals with auditing a company's financial reports, internal controls, and Electronic Data Processing (EDP) systems. Topics include the personnel and payroll system, inventory, capital acquisition cycle, selected balance sheet and income statement accounts, audit reports, assurances and other services, professional ethics, and legal responsibilities.

BUS 421
Contemporary Business Law I
This course is the first in a two-part business law course that reviews the American legal system, common law and its development, organizational structures, and the regulatory environment pertinent to business. This course critically examines torts, crimes, and business ethics; contracts; business associations (agency, partnerships, corporations); wills, estates, trusts, and other legal entities; securities regulations; and investor protection.

BUS 422
Contemporary Business Law II
This course is the second in a two-part business law course sequence that critically examines real and personal property, creditor-debtor relationships, bankruptcy, sales, securities, and government regulation.

ECO 360
Economics for Business I
This course provides students with the basic theories, concepts, terminology, and uses of macroeconomics. Students learn practical applications for macroeconomics in their personal and professional lives through assimilation of fundamental concepts and analysis of actual economic events.

FIN 320
Corporate Finance
This course introduces students to the principles and practices of finance applied in the business environment. The course provides a survey of the important aspects of financial management, practice, and policy faced by industry executives and practitioners providing consultative services. Provision of financial services is a common adjunct to public accounting practices, accounting executives, and accountants.

GEN 300
Skills For Professional Development

This course is designed to provide core competencies that facilitate the transition of adult learners back into the formal educational setting. Content areas include critical-thinking skills, interpersonal skills, intrapersonal skills, issues related to returning to school, adult development, team processes, time and stress management, effective oral and written communication, team work theory and processes, creative problem solving, and personal learning styles. The goals of the course are to help students develop foundational skills in written communication, oral presentation, library research, and small team process that will equip them for success as University of Phoenix students and as managers and leaders in organizations.

GEN 480
Interdisciplinary Capstone Course
This is the capstone course for business, health and human services, and information technology undergraduate students. The course provides students with the opportunity to integrate and apply learning from their professional programs of study in a comprehensive manner. Students will also assess the impact of their educational experiences on their ethical perspectives and critical thinking skills. Students will reflect on and evaluate their personal and professional growth, the benefits of lifelong learning, and the impact of these elements on their future.

MGT 330
Management: Theory, Practice, & Application
This course explores the rich field of management in theory and practice, and as both a science and an art. The course also addresses the role of managers in the current world of rapid change, increased competitive forces, and increased expectations for the successful performance of employees and organizations. The focus is on some of the ways and means of achieving desired goals. The student will leave this course with a solid background in the nature and work of management and managers. Applications of concepts to current workplace issues will be stressed.

MGT 331
Organizational Behavior
This course in organizational behavior encompasses the study of individual and group behavior in organizational settings. Managing organizational behavior challenges individuals to understand and embrace workforce diversity, elements of change, effective communication, and performance systems. A comprehensive review of these processes, as well as others, will allow students to examine their role in organizations in the new millennium.

MGT 350
Critical Thinking: Strategies in Decision Making
This course provides students opportunities for analysis, synthesis, prescription, and application of critical thinking and decision making within the organization. Emphasis is placed on preparing managers who can deal clearly, rationally, and creatively with a diverse workforce and dynamic workplace. This course equips students with concrete skills in critical thinking and decision making that will allow them to identify and solve organizational problems, as well as provide strategic direction.

Bachelor of Science in Business with a Major in Administration

The Administration major is for people who want to learn all aspects of running a business and become effective administrators. This program will help you develop the skills you need to analyze and synthesize data—from both inside and outside an organization—that can impact a company's success.

As you work toward your degree, you will focus on the areas of economics, accounting, and finance that have direct relationships to the costs and profitability of a company, plus you will study the aspects of law that can influence the workplace. You will learn the most efficient ways to gather and analyze the information that is critical to meeting an organization's goals and objectives. In addition, you will hone your skills in decision-making, value clarification, writing, and leadership. Equally important, the program will take you through the various means of developing short- and long-term business plans and acquaint you with the latest marketing tools. This program requires 51 upper-division credit hours.

In addition to the Major Courses described on the next page, students must complete the General Education Requirements. Consult an Enrollment Advisor to determine how many previously earned credits can be applied. Total credits required for degree program: 120 credits.

General Education Requirements	
Communication Arts	6 credits
Social Science	6 credits
Humanities	6 credits
Mathematics	6 credits
Additional Liberal Arts	6 credits
Science and Technology	6 credits
Interdisciplinary Requirement	15 credits
Electives	18 credits

ACC 362
Financial Accounting I
This course covers the fundamentals of financial accounting as well as the identification, measurement, and reporting of the financial effects of economic events on the enterprise. Financial information is examined from the perspective of effective management decision making with special emphasis on the planning and controlling responsibilities of practicing managers.

ACC 363
Financial Accounting II
This course introduces plant assets, liabilities, accounting for corporations, investments, statements of cash flows, financial statement analysis, time value of money, payroll accounting, and other significant liabilities.

BUS 415
Business Law
This course examines, analyzes, and applies to the modern business environment the nature, formation, and system of law in the United States.

CIS 319
Computers and Information Processing
This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet.

EBUS 400
E-Business
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

ECO 360
Economics for Business I
This course provides students with the basic theories, concepts, terminology, and uses of macroeconomics. Students learn practical applications for macroeconomics in their personal and professional lives through assimilation of fundamental concepts and analysis of actual economic events.

ECO 361
Economics for Business II
This course provides students with the basic theories, concepts, terminology, and uses of microeconomics. Students learn practical applications for microeconomics in their personal and professional lives through assimilation of fundamental concepts and analysis of actual economic events.

FIN 475
Managerial Finance I
This course is an overview of the fundamentals of financial administration. Emphasis is on techniques used in the development of financial thought and financial decisions and risk-return relationships. The legal forms of organizations, tax implications, tools of financial analysis, financial structure of firms, leverage, and internal financing mechanisms are also discussed.

FIN 476
Managerial Finance II
This course is an overview of the fundamentals of financial administration. Emphasis is on using financial thought and decision-making skills to understand a firm's working capital management, short-term and long-term financing policies, and special topics in the field of financial management.

GEN 300
Skills For Professional Development
This course is designed to provide core competencies that facilitate the transition of adult learners back into the formal educational setting. Content areas include critical-thinking skills, interpersonal skills, intrapersonal skills, issues related to returning to school, adult development, team processes, time and stress management, effective oral and written communication, team w ork theory and processes, creative problem solving, and personal learning styles. The goals of the course are to help students develop foundational skills in written communication, oral presentation, library research, and small team process that will equip them for success as University of Phoenix students and as managers and leaders in organizations.

GEN 480
Interdisciplinary Capstone Course
This is the capstone course for business, health and human services, and information technology undergraduate students. The course provides students with the opportunity to integrate and apply learning from their professional programs of study in a comprehensive manner. Students will also assess the impact of their educational experiences on their ethical perspectives and critical thinking skills. Students will reflect on and evaluate their personal and professional growth, the benefits of lifelong learning, and the impact of these elements on their future.

MGT 330
Management: Theory, Practice, & Application
This course explores the rich field of management in theory and practice, and as both a science and an art. The course also addresses the role of managers in the current world of rapid change, increased competitive forces, and increased expectations for the successful performance of employees and organizations. The focus is on some of the ways and means of achieving desired goals. The student will leave this course with a solid background in the nature and work of management and managers. Applications of concepts to current workplace issues will be stressed.

MGT 331
Organizational Behavior
This course in organizational behavior encompasses the study of individual and group behavior in organizational settings. Managing organizational behavior challenges individuals to understand and embrace workforce diversity,

elements of change, effective communication, and performance systems. A comprehensive review of these processes, as well as others, will allow students to examine their role in organizations in the new millennium.

MGT 350
Critical Thinking: Strategies in Decision Making
This course provides students opportunities for analysis, synthesis, prescription, and application of critical thinking and decision making within the organization. Emphasis is placed on preparing managers who can deal clearly, rationally, and creatively with a diverse workforce and dynamic workplace. This course equips students with concrete skills in critical thinking and decision making that will allow them to identify and solve organizational problems, as well as provide strategic direction.

MGT 437
Project Management
This course examines project management roles and environments, the project life cycle, and various techniques of work planning, control, and evaluation for project success.

MKT 421
Marketing
This course involves an integrated analysis of the role of marketing within the total organization. Specific attention is given to the analysis of factors affecting consumer behavior, the identification of marketing variables, the development and use of marketing strategies, and the discussion of international marketing issues.

RES 341
Research and Evaluation I
This course integrates applied business research and descriptive statistics. Examination of the role of statistics in research, statistical terminology, the appropriate use of statistical techniques and interpretation of statistical findings in business and research will be the primary focus.

RES 342
Research and Evaluation II
This course integrates applied business research and descriptive statistics. Examination of the role of statistics in research, statistical terminology, the appropriate use of statistical techniques and interpretation of statistical findings in business and research will be the primary focus.

Bachelor of Science in Business with a Major in E-Business

The E-Business major blends business and information technology to address the emerging field of e-business. The program begins by providing a solid background in the theory and practice of general business, management, financial analysis, research and marketing. In addition, it offers an in-depth understanding of information technology, its development and applications. Beyond these fundamentals, the curriculum focuses more specifically on e-business and e-commerce.

Key courses explore the use of the Internet for business operations, marketing, customer service, data transfer, risk management and more. You will be familiarized with the Internet history, facilities and services, browsers, search engines, architecture and intranets. The program will also introduce you to Web development tools and programming languages, including detailed coverage of HTML. Throughout the program, concepts are applied to your current workplace, increasing your value and expertise in this vital new area of e-business. This program requires 60 upper-division credit hours.

In addition to the Major Courses described on the next page, students must complete the General Education Requirements. Consult an Enrollment Advisor to determine how many previously earned credits can be applied. Total credits required for degree program: 120 credits.

General Education Requirements	
Communication Arts	6 credits
Social Science	6 credits
Humanities	6 credits
Mathematics	6 credits
Additional Liberal Arts	6 credits
Science and Technology	6 credits
Interdisciplinary Requirement	15 credits
Electives	9 credits

BSA 375
Fundamentals of Business Systems Development
This course introduces the fundamental logical and design considerations addressed during system and application software development. It provides a solid background in information systems analysis and design techniques through a combination of theory and application. Systems Development Life Cycle (SDLC) will be fundamental to the course.

CIS 319
Computers and Information Processing
This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet.

CMGT 410
Project Planning & Implementation
This course provides the foundation for understanding the broad concepts of successful planning, organization, and implementation within the realm of information technology. This course uses real-world examples, and identifies common mistakes and pitfalls in project management. Topics covered include project scoping, estimating, budgeting, scheduling, tracking, and controlling.

DBM 380
Database Concepts
This course covers database concepts. Topics include data analysis, the principal data models with emphasis on the relational model, entity-relationship diagrams, logical design, data administration and normalization.

EBUS 400
E-Business
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

ECO 360
Economics for Business I
This course provides students with the basic theories, concepts, terminology, and uses of macroeconomics. Students learn practical applications for macroeconomics in their personal and professional lives through assimilation of fundamental concepts and analysis of actual economic events.

FIN 324
Financial Analysis For Managers I
This course is designed to frame financial issues for non-financial managers. Basic accounting and financial terminology and concepts are introduced and practiced. Topics covered include The Accounting Environment, Financial Statements, Financial Markets, Budgets, and Internal Controls.

FIN 325
Financial Analysis For Managers II
This course is designed to frame financial issues for non-financial managers. Basic accounting and financial terminology and concepts are introduced and practiced. Topics covered include: Cost Management Systems, Time Value of Money, Financial Decision Making, Capital Structure, and International Finance.

GEN 300
Skills For Professional Development
This course is designed to provide core competencies that facilitate the transition of adult learners back into the formal educational setting. Content areas include critical-thinking skills, interpersonal skills, intrapersonal skills, issues related to returning to school, adult development, team processes, time and stress management, effective oral and written communication, team work theory and processes, creative problem solving, and personal learning styles. The goals of the course are to help students develop foundational skills in written communication, oral presentation, library research, and small team process that will equip them for success as University of Phoenix students and as managers and leaders in organizations.

GEN 480
Interdisciplinary Capstone Course
This is the capstone course for business, health and human services, and information technology undergraduate students. The course provides students with the opportunity to integrate and apply learning from their professional programs of study in a comprehensive manner. Students will also assess the impact of their educational experiences on their ethical perspectives and critical thinking skills. Students will reflect on and evaluate their personal and professional growth, the benefits of lifelong learning, and the impact of these elements on their future.

MGT 330
Management: Theory, Practice, & Application
This course explores the rich field of management in theory and practice, and as both a science and an art. The course also addresses the role of managers in the current world of rapid change, increased competitive forces, and increased expectations for the successful performance of employees and organizations. The focus is on some of the ways and means of achieving desired goals. The student will leave this course with a solid background in the nature and work of management and managers. Applications of concepts to current workplace issues will be stressed.

MGT 331
Organizational Behavior
This course in organizational behavior encompasses the study of individual and group behavior in organizational settings. Managing organizational behavior challenges individuals to understand and embrace workforce diversity, elements of change, effective communication, and performance systems. A comprehensive review of these processes, as well as others, will allow students to examine their role in organizations in the new millennium.

MGT 350
Critical Thinking: Strategies in Decision Making
This course provides students opportunities for analysis, synthesis, prescription, and application of critical thinking and decision making within the organization. Emphasis is placed on preparing managers who can deal clearly, rationally, and creatively with a diverse workforce and dynamic workplace. This course equips students with concrete skills in critical thinking and decision making that will allow them to identify and solve organizational problems, as well as provide strategic direction.

MKT
421 Marketing
This course involves an integrated analysis of the role of marketing within the total organization. Specific attention is given to the analysis of factors affecting consumer behavior, the identification of marketing variables, the development and use of marketing strategies, and the discussion of international marketing issues.

NTC 360
Network and Telecommunications Concepts
This course provides an overview of telecommunication systems in a business environment. Topics covered include voice communications, standards, transmission, networks, and internetworking.

POS 360
Programming Concepts
This course provides the conceptual foundation for the logical structures necessary to develop business-related computer software programs. Topics include logic structures, control structures, arrays, design considerations, I/O operations, and others.

RES 341
Research and Evaluation I
This course integrates applied business research and descriptive statistics. Examination of the role of statistics in research, statistical terminology, the appropriate use of statistical techniques and interpretation of statistical findings in business and research will be the primary focus.

RES 342
Research and Evaluation II
This course integrates applied business research and descriptive statistics. Examination of the role of statistics in research, statistical terminology, the appropriate use of statistical techniques and interpretation of statistical findings in business and research will be the primary focus.

WEB 350
The Internet: Concepts and Applications
This course is an introduction to business use of the Internet, including the history, facilities and services, browsers, search engines, architecture, and intranets. Also included is an overview of development tools and security. The student will be able to use the World Wide Web to research business problems and understand the role of the Internet to support business operations such as marketing, data transfer, and customer service.

WEB 400
Web Programming
This course covers the design and application of Hypertext Markup Language (HTML), which is used to create documents on the World Wide Web. The topics include structure, presentation format, lists, links, images, tables, frames, and forms. The student will create Web pages.

Bachelor of Science in Business with a Major in Management

A degree in Management will help you become an effective manager of both people and projects. The challenging curriculum was developed to provide you with the personal and professional skills needed to further an organization's goals and objectives.

Your classes will explore all aspects of decision-making, value clarification, group facilitation, and leadership as well as the means of developing, motivating, and compensating a productive work force. You will become familiar with the financial tools managers use, and examine the intricacies of project planning and implementation. You will also study the legal issues that are crucial to today's managers. Media and public relations strategies will be covered, along with the latest performance systems. Finally, you will learn how to analyze and distill important information found within various research instruments. This program requires 51 upper-division credit hours.

In addition to the Major Courses described on the next page, students must complete the General Education Requirements. Consult an Enrollment Advisor to determine how many previously earned credits can be applied. Total credits required for degree program: 120 credits.

General Education Requirements	
Communication Arts	6 credits
Social Science	6 credits
Humanities	6 credits
Mathematics	6 credits
Additional Liberal Arts	6 credits
Science and Technology	6 credits
Interdisciplinary Requirement	15 credits
Electives	18 credits

CIS 319
Computers and Information Processing
This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet.

EBUS 400
E-Business
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

ECO 360
Economics for Business I
This course provides students with the basic theories, concepts, terminology, and uses of macroeconomics. Students learn practical applications for macroeconomics in their personal and professional lives through assimilation of fundamental concepts and analysis of actual economic events.

FIN 324
Financial Analysis For Managers I
This course is designed to frame financial issues for non-financial managers. Basic accounting and financial terminology and concepts are introduced and practiced. Topics covered include The Accounting Environment, Financial Statements, Financial Markets, Budgets, and Internal Controls.

FIN 325

Financial Analysis For Managers II
This course is designed to frame financial issues for non-financial managers. Basic accounting and financial terminology and concepts are introduced and practiced. Topics covered include: Cost Management Systems, Time Value of Money, Financial Decision Making, Capital Structure, and International Finance.

GEN 300
Skills For Professional Development
This course is designed to provide core competencies that facilitate the transition of adult learners back into the formal educational setting. Content areas include critical-thinking skills, interpersonal skills, intrapersonal skills, issues related to returning to school, adult development, team processes, time and stress management, effective oral and written communication, team work theory and processes, creative problem solving, and personal learning styles. The goals of the course are to help students develop foundational skills in written communication, oral presentation, library research, and small team process that will equip them for success as University of Phoenix students and as managers and leaders in organizations.

GEN 480
Interdisciplinary Capstone Course
This is the capstone course for business, health and human services, and information technology undergraduate students. The course provides students with the opportunity to integrate and apply learning from their professional programs of study in a comprehensive manner. Students will also assess the impact of their educational experiences on their ethical perspectives and critical thinking skills. Students will reflect on and evaluate their personal and professional growth, the benefits of lifelong learning, and the impact of these elements on their future.

MGT 330
Management: Theory, Practice, & Application
This course explores the rich field of management in theory and practice, and as both a science and an art. The course also addresses the role of managers in the current world of rapid change, increased competitive forces, and increased expectations for the successful performance of employees and organizations. The focus is on some of the ways and means of achieving desired goals. The student will leave this course with a solid background in the nature and work of management and managers. Applications of concepts to current workplace issues will be stressed.

MGT 331
Organizational Behavior
This course in organizational behavior encompasses the study of individual and group behavior in organizational settings. Managing organizational behavior challenges individuals to understand and embrace workforce diversity, elements of change, effective communication, and performance systems. A comprehensive review of these processes, as well as others, will allow students to examine their role in organizations in the new millennium.

MGT 350
Critical Thinking: Strategies in Decision Making
This course provides students opportunities for analysis, synthesis, prescription, and application of critical thinking and decision making within the organization. Emphasis is placed on preparing managers who can deal clearly, rationally, and creatively with a diverse workforce and dynamic workplace. This course equips students with concrete skills in critical thinking and decision making that will allow them to identify and solve organizational problems, as well as provide strategic direction.

MGT 431
Human Resources Management
This course focuses on the strategic role of human resource management, personnel planning and job analysis, personnel selection, performance appraisal, compensation, training, and development from the vantage point of the manager.

MGT 434
Employment Law
This course provides an overview of federal statutes and state-regulated areas that impact the personnel function. Among topics addressed are EEO and affirmative action, OSHA, ERISA, FMLA, and ADA; employee privacy issues (polygraph testing, drug and alcohol testing, employer searching and monitoring); and wrongful discharge.

MGT 448
Global Business Strategies
The manager's perspective in the fields of international payments, international trade, and investment are analyzed. Emphasis is given to the materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises.

MGT 449
Quality Management and Productivity
This course examines the concepts of continuous improvement and quality management, viewing quality as a systematic process that improves customer satisfaction. The course covers methodologies that will aid managers in assuring that the company's quality system is effectively meeting the company's continuous improvement goals.

MKT
421 Marketing
This course involves an integrated analysis of the role of marketing within the total organization. Specific attention is given to the analysis of factors affecting consumer behavior, the identification of marketing variables, the development and use of marketing strategies, and the discussion of international marketing issues.

MKT 438
Public Relations
This course provides an introduction to the field of public relations. Areas covered are media relations; promotion; tools used in developing public relations and publicity, and improving customer satisfaction; relationship-building strategies; and ethics and public relations.

RES 341
Research and Evaluation I
This course integrates applied business research and descriptive statistics. Examination of the role of statistics in research, statistical terminology, the appropriate use of statistical techniques and interpretation of statistical findings in business and research will be the primary focus.

RES 342
Research and Evaluation II
This course integrates applied business research and descriptive statistics. Examination of the role of statistics in research, statistical terminology, the appropriate use of statistical techniques and interpretation of statistical findings in business and research will be the primary focus.

Bachelor of Science in Business with a Major in Marketing

The goal of the Marketing major is to equip you with the necessary skills to successfully manage the marketing functions of an organization. This includes the development of creative, analytical, and leadership abilities.

A variety of subjects will be explored: buyer behavior, sales management, advertising, marketing research, and international marketing. You will learn how to identify customer needs, how to communicate information about products and services to current and potential customers, the best ways to market your products and services, and how to price them. You will also study the growing demands of the international arena, how to take advantage of them, and how to address different cultural issues. Your courses will explore the preparation, implementation, and evaluation of budgets, along with the application of research information to marketing plans. This program requires 51 upper-division credit hours.

In addition to the Major Courses described on the next page, students must complete the General Education Requirements. Consult an Enrollment Advisor to determine how many previously earned credits can be applied. Total credits required for degree program: 120 credits.

General Education Requirements	
Communication Arts	6 credits
Social Science	6 credits
Humanities	6 credits
Mathematics	6 credits
Additional Liberal Arts	6 credits
Science and Technology	6 credits
Interdisciplinary Requirement	15 credits
Electives	18 credits

BUS 415
Business Law
This course examines, analyzes, and applies to the modern business environment the nature, formation, and system of law in the United States.

CIS 319
Computers and Information Processing
This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet.

EBUS 400
E-Business
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

ECO 360
Economics for Business I
This course provides students with the basic theories, concepts, terminology, and uses of macroeconomics. Students learn practical applications for macroeconomics in their personal and professional lives through assimilation of fundamental concepts and analysis of actual economic events.

FIN 324

Financial Analysis For Managers I
This course is designed to frame financial issues for non-financial managers. Basic accounting and financial terminology and concepts are introduced and practiced. Topics covered include The Accounting Environment, Financial Statements, Financial Markets, Budgets, and Internal Controls.

GEN 300
Skills For Professional Development
This course is designed to provide core competencies that facilitate the transition of adult learners back into the formal educational setting. Content areas include critical-thinking skills, interpersonal skills, intrapersonal skills, issues related to returning to school, adult development, team processes, time and stress management, effective oral and written communication, team work theory and processes, creative problem solving, and personal learning styles. The goals of the course are to help students develop foundational skills in written communication, oral presentation, library research, and small team process that will equip them for success as University of Phoenix students and as managers and leaders in organizations.

GEN 480
Interdisciplinary Capstone Course
This is the capstone course for business, health and human services, and information technology undergraduate students. The course provides students with the opportunity to integrate and apply learning from their professional programs of study in a comprehensive manner. Students will also assess the impact of their educational experiences on their ethical perspectives and critical thinking skills. Students will reflect on and evaluate their personal and professional

growth, the benefits of lifelong learning, and the impact of these elements on their future.

MGT 330
Management: Theory, Practice, & Application
This course explores the rich field of management in theory and practice, and as both a science and an art. The course also addresses the role of managers in the current world of rapid change, increased competitive forces, and increased expectations for the successful performance of employees and organizations. The focus is on some of the ways and means of achieving desired goals. The student will leave this course with a solid background in the nature and work of management and managers. Applications of concepts to current workplace issues will be stressed.

MGT 331
Organizational Behavior
This course in organizational behavior encompasses the study of individual and group behavior in organizational settings. Managing organizational behavior challenges individuals to understand and embrace workforce diversity, elements of change, effective communication, and performance systems. A comprehensive review of these processes, as well as others, will allow students to examine their role in organizations in the new millennium.

MGT 350
Critical Thinking: Strategies in Decision Making
This course provides students opportunities for analysis, synthesis, prescription, and application of critical thinking and decision making within the organization. Emphasis is placed on preparing managers who can deal clearly, rationally, and creatively with a diverse workforce and dynamic workplace. This course equips students with concrete skills in critical thinking and decision making that will allow them to identify and solve organizational problems, as well as provide strategic direction.

MKT
421 Marketing
This course involves an integrated analysis of the role of marketing within the total organization. Specific attention is given to the analysis of factors affecting consumer behavior, the identification of marketing variables, the development and use of marketing strategies, and the discussion of international marketing issues.

MKT 438
Public Relations
This course provides an introduction to the field of public relations. Areas covered are media relations; promotion; tools used in developing public relations and publicity, and improving customer satisfaction; relationship-building strategies; and ethics and public relations.

MKT 450
International Marketing
This course provides the conceptual framework for marketing across national borders, as well as marketing within different foreign environments. Students study how international marketing programs are developed, as well as the various factors that affect decision-making in an international setting.

MKT 463
Buyer Behavior
This is an introductory course in analyzing buyer and purchasing behaviors as basic considerations in the development of a marketing mix. Economic, social, psychological, and cultural factors are considered as they relate to the development of marketing programs.

MKT 467
Integrated Marketing Communications
In this course the role of integrated marketing communications in business and society is analyzed, giving a broad view of the profession in a service- or product-oriented company. The social and economic roles that integrated marketing communications plays in profit and non-profit companies are applied. Integrated marketing communications' role in marketing is explored in a practical way and the relationship among the planning process, creative strategies, and media selection are examined.

MKT 469
Sales Management
This course studies the complex and demanding responsibilities of sales management in the 21st century, including managing the sales force, forecasting, understanding customer expectations and buyer behavior, gathering feedback, communicating, and relating sales goals to marketing goals.

RES 341
Research and Evaluation I
This course integrates applied business research and descriptive statistics. Examination of the role of statistics in research, statistical terminology, the appropriate use of statistical techniques and interpretation of statistical findings in business and research will be the primary focus.

RES 342
Research and Evaluation II
This course integrates applied business research and descriptive statistics. Examination of the role of statistics in research, statistical terminology, the appropriate use of statistical techniques and interpretation of statistical findings in business and research will be the primary focus.

Bachelor of Science in Criminal Justice Administration

The Bachelor of Science in Criminal Justice Administration provides students interested in policing, criminal law, or corrections with an interdisciplinary study of crime and justice in American society. Within the program, students may choose from two emphasis areas: 1) Police Administration or 2) Corrections Administration. The program's inclusion of managerial and administrative subject matter prepares students for positions of responsibility and leadership within the criminal justice community and related professions. Total credits required for degree program: 120 credits.

General Education Requirements	
Communication Arts	6 credits
Social Science	6 credits
Humanities	6 credits
Mathematics	6 credits
Additional Liberal Arts	6 credits
Science and Technology	6 credits
Interdisciplinary Requirement	15 credits
Electives	6 credits

CJA 300
Organized Crime
This course is a survey of the origins and development of organized crime in the United States. It examines the structure and activities of organized criminal enterprises, considers different models that have been employed to describe organized crime groups, and explores theories that have been advanced to explain the phenomenon. Major investigations of organized crime and legal strategies that have been developed to combat it are also considered.

CJA 310
Contemporary Issues in Criminal Justice
Topics of discussion for this course will include, but are not limited to, an overview of the criminal justice system, new issues in law enforcement, the role of the courts, corrections, ethical issues, crime challenges in the 21st Century. This course also examines topics on terrorism, drugs, the death penalty, race and gender issues, solving crime with new technology, and reviewing older crime prevention programs (e.g., probation, parole) and health issues related to corrections).

CJA 320
Introduction to Criminal Justice
This course is a survey of the criminal justice system, including the agencies and processes involved in the administration of criminal justice. It provides an overview of police, prosecution, courts, and the correctional system. The problems of the administration of justice in a democratic society are also discussed.

CJA 330
Criminology
Criminology is an introductory course in the study of crime and criminal behavior, focusing on the various theories of crime causation. This course highlights the causes of crime, criminal behavior systems, societal reaction to crime, and criminological methods of inquiry.

CJA 340
Criminal Law
This is an introductory course in the study of criminal law, general legal principles, and how the criminal law functions in and affects modern society. This course highlights a variety of key topics, including the concept of crime and the development of criminal law, defenses to criminal charges, and a number of specific types of crimes, including personal crimes, property crimes, public order crimes, and offenses against public morality. Legal issues affecting punishment will also be discussed, as will ways the criminal law impacts victims of crime.

CJA 350
Criminal Procedure
This course explores the basic procedural aspects of criminal trials and addresses current significant issues. Emphasis is placed on the significance of recent judicial decisions to both law enforcement and corrections. In addition, the relationship between the judiciary and the other segments of the criminal justice system are examined.

CJA 360
Interpersonal Communication
This course prepares the student to communicate effectively in both written and verbal form. It covers best practices in investigative reporting, written reports and memos, and interpersonal verbal communication with victims, suspects, and civilians.

CJA 370
Introduction to Policing
This course is designed to provide students the opportunity to gain a better understanding of policing in the United States. As an introductory course, it offers the foundations of policing, from police roles to the issues that police officers are facing today.

CJA 380
Criminal Court Systems
An overview of American court history, including the development of state and federal courts. Court administration, the roles of professional and nonprofessional courtroom participants, and stages in the process are discussed.

CJA 390
Introduction to Corrections
An introduction to the various aspects of the corrections system. The historical development of corrections is discussed, along with the goals of criminal sentencing, jails, prisons, alternative sentencing, prisoner rights, rehabilitation, and parole and probation.

CJA 400
Juvenile Justice
A general orientation to the field of juvenile delinquency, including causation and the development of delinquent behavior. The problems facing juveniles today are addressed, and adult and juvenile justice systems are compared, including initial apprehension, referral, and preventive techniques. Specific issues examined include chemical dependency, mental illness, and compulsive and habitual offenders. Special attention is given to the problems inherent in the police handling of juveniles and the function of juvenile courts.

CJA 410
Ethics in Criminal Justice
This course explores the standards and codes of professional responsibility in criminal justice professions (e.g., Law Enforcement Code of Ethics, ABA Standards of Professional Responsibility, American Jail Association Code of Ethics for Jail Officers, and the American Correctional Association Code of Ethics). It also explores roles of professional organizations and agencies, ethics and community relations, and civil liability in law enforcement and correctional environments.

CJA 420
Cultural Diversity in Criminal Justice
This course prepares the student for conducting and managing law enforcement in a pluralistic society. It provides a basis for tolerance and better law enforcement through the understanding of the history, law and public opinion relating to conducting police operations in a multicultural environment.

CJA 430
Research Methods in Criminal Justice
Students learn and demonstrate knowledge of research methodology within the criminal justice system and become acquainted with the range and scope of quantitative and qualitative tools available to the criminal justice researcher.

CJA 440
Organizational Behavior and Management
This course explores the rich field of management in theory and practice, and as both a science and an art. The course also addresses the role of managers in the current world of rapid change, increased competitive forces, and increased expectations for the successful performance of employees and organizations. The focus is on some of the ways and means of achieving desired goals. The student will leave this course with a solid background in the nature and work of management and managers. Applications of concepts to criminal justice organizations will be stressed.

CJA 450
Criminal Justice Administration
This course applies management and financial principles to criminal justice organizations. Emphasis is placed on budgets, financial accounting principles and assessing the effectiveness of the activities of criminal justice organizations. Constitutional requirements, court decisions, and legislation (such as EEOC requirements) as they impact management in criminal justice organizations are discussed. Basic accounting and financial terminology, and purposes and formats of financial statements are introduced: depreciation of assets, capital budgeting, cash management, lease versus purchase, and inventory management.

CJA 460
Criminal Justice Policy Analysis
This course examines the history of federal- and state-level crime control initiatives and explores the development of effective anticrime policies. The analysis of contemporary crime control policies is included.

CJA 470
Managing Criminal Justice Personnel
This course is a survey of important personnel issues inherent to organizations and especially to Criminal Justice organizations. Problems, procedures and solutions to common personnel issues will be explored.

CJA 480
Futures of Criminal Justice
This course examines possible criminal justice futures. Issues that police, corrections, and courts are likely to confront in the 21st century and beyond will be researched and discussed, along with established predictive techniques in the field of futures research. This is a capstone course requiring students to apply all they have learned throughout the program to the issues that will define possible criminal justice futures.

Bachelor of Science in Health Care Services

The Bachelor of Science in Health Care Services (BSHCS) is an applied degree intended to equip students with knowledge and basic skills for employment in the health care environment. The graduate will blend the human side of health care with business management practices and navigate effectively as a manager in the growing industry of health care. The graduate will exhibit flexibility, sensitivity, and effective communication, whether working with individuals, with a team, or within health care systems. Total credits required for degree program: 120 credits

General Education Requirements	
Communication Arts	6 credits
Social Science	6 credits
Humanities	6 credits
Mathematics	6 credits
Additional Liberal Arts	6 credits
Science and Technology	6 credits
Interdisciplinary Requirement	15 credits
Electives	6 credits

GEN 480
Professional Ethics & Social Responsibility
This course provides a synthesis of knowledge, values, and perspectives on science, humanities, and social science as applied to the student's personal and professional decision-making responsibilities. Students develop the ability to integrate their general education studies with their professional development components of the University of Phoenix curriculum.

MGT 330
Management: Theory, Practice, & Application
This course explores the rich field of management in theory and practice, and as both a science and an art. The course also addresses the role of managers in the current world of rapid change, increased competitive forces, and increased expectations for the successful performance of employees and organizations. The focus is on some of the ways and means of achieving desired goals. The student will leave this course with a solid background in the nature and work of management and managers. Applications of concepts to current workplace issues will be stressed.

MGT 331
Organizational Behavior
This course in organizational behavior encompasses the study of individual and group behavior in organizational settings. Managing organizational behavior challenges individuals to understand and embrace workforce diversity, elements of change, effective communication and performance systems. A comprehensive review of these processes, as well as others, allows students to examine their role in organizations of the new millennium.

HCS 438
Statistical Applications
This course surveys descriptive and inferential statistics with emphasis on practical applications of statistical analysis. Examination of the role of statistics in research, statistical terminology, the appropriate use of statistical techniques, and interpretation of statistical findings in nursing and health care research are also included.

MKT 438
Public Relations
This course provides an introduction to the field of public relations. Topics covered are media relations; promotion; tools used in developing public relations and publicity, and improving customer satisfaction; relationship building strategies; and ethics and public relations.

HCS 402
Introduction to Health Care in the United States
This course provides a broad overview of the various functions of the United States health care system. The student is introduced to the nature of illness and disease, and utilization characteristics are examined. The various forms of provider models and service delivery systems found in private and public health sectors are described, including ambulatory, acute, and long-term care. The human, technological, and financial resources required in the delivery of health care are examined. Measures of success are discussed, i.e., patient outcome, regulatory compliance, and service efficacy and efficiency. The role of state and local politics in policy formation and implementation are reviewed. The various stakeholders in health care delivery are identified.

HCS 405
Health Care Financial Accounting
This course provides an understanding of the general principles of accounting applied in the health care environment. It includes an overview of sources of revenue for various health care entities. The Diagnosis-Related Group (DRG) system of service classification and its relation to payment for providers and organizations are also examined. The fundamentals of strategic planning, cost concepts, and capital budgeting are applied in the health care environment. Issues surrounding the development and management of budgets are examined.

HCS 442
Operations Management in Health Care
This course examines and explores the applications of operations management in the framework of health care organizations. Focus will be placed on a variety of health care delivery models including hospital, outpatient facilities, and long-term care. Issues related to supply management; scheduling, cost performance and quality assurance will be discussed.

HCS 415
The Health Care of Populations
This course examines the health practices and lifestyle issues of defined consumer groups and/or populations in relation to the impact they have on the use of services. The incidences of illness and disease, community health, and quality of life of these targeted groups will also be reviewed. The impact of federal and state mandated population cohorts and/or populations is examined in relation to the impact they have on the use of services, the incidences of illness and disease, community health, and quality of life.

HCS 441
Introduction to Health Care Information
This course examines the current and evolving impact of technology in health care. Emphasis focuses on technological trends, regulatory issues, data management, and selection of resources such as hardware and software products, the use and challenges of management information systems in clinical and non-clinical applications, and the impact of eHealth in today's health care environment.

HCS 427
Human Resources: Principles in Health Care
This course examines the complexities and multiple issues involved in Human Resources management in health care organizations. Individual employee issues from the hiring interview, to compensation and benefits, to performance appraisals, promotions and terminations are discussed. In addition, population issues such as unionization benefit programs, communication between work groups, and cultural diversity are examined. Federal, state and professional regulatory requirements specific to health care are emphasized.

HCS 430
Legal Issues in Health Care: Regulation and Compliance
This course covers the broad range of topics affected by law and regulation ranging from patient rights to corporate responsibilities. Health care regulatory agencies and state and federal agencies are examined as well as their impact on the operation of health care as a business. Legal issues ranging from professional malpractice to corporate wrongdoing are also discussed.

HCS 435
Ethics: Health Care and Social Responsibility
This course identifies ethical issues faced in health care. It is designed to encourage students to clarify their personal ethic in regards to health care issues. The various responsibilities involving the managing of populations whose ethics may be divergent are identified.

HCS 440
Economics: The Financing of Health Care
This course provides an overview of the economics of health care. The various payers are examined, including private, state, and federal entities. Issues such as the cost effectiveness of prevention, the management of patients and their diseases, as well as the cost of treatment settings are discussed. Third-party reimbursement from various sources, ranging from for-profit insurance carriers to charitable donations, are reviewed. The health care system's use of grant funding and research dollars is described.

HCS 443
Populations Requiring Long-Term Care
This course examines and explores the applications of operations management in the framework of health care organizations. Focus will be placed on a variety of health care delivery models including hospital, outpatient facilities, and long-term care. Issues related to supply management; scheduling, cost performance and quality assurance will be discussed.

HCS 451
Health Care Quality Management and Outcomes Analysis
This course examines the relationships between health care quality and organizational performance management. The student is introduced to the rationale for performance management and the role of the governing body of the health care organization in ensuring compliance with the standards of regulatory and accreditation organizations. Methods for assuring quality in process and outcome management are described, as well as the significance and statistical application of measuring outcomes. Various health care customers are identified. Changing trends in the provision and reimbursement of health care services are reviewed.

HCS 455
Health Care Policy: The Past and the Future
This course will introduce the student to the intricate processes that public policymakers use to influence the health status of a society. The role of economic theory, interest groups, and the various levels of government involved in policymaking will be examined. A historic review of trends will be evaluated, and the challenges of future health care delivery will be examined.

HCS 463
Application of Health Care Management Principles
This course summarizes the student's body of learning and formulates strategies for the management of various challenges they will encounter in the healthcare environment. Analyses of case studies will require application of the skills and tools that have been acquired during the program, which assist the student in bridging the gap from theory to practice. A comparative analysis of health care and general business will enlarge the understanding of management in the specialized health care arena.

Bachelor of Science in Information Technology

The Information Technology program is focused on the acquisition of theory and technical competencies associated with the IT profession. The core courses will provide you with a fundamental knowledge of both the function and development of information systems. The specialty courses extend the technical breadth and depth of the core courses and enable you to choose one or more areas of expertise.

The curriculum will prepare you to function in an IT position with the competencies, skills, and attitudes necessary for success in the workplace. It forms the basis for continued career growth, life-long learning as an IT professional, or a future graduate program. The course objectives and competencies have been benchmarked against the guidelines for undergraduate IS/IT curricula set forth by the Association for Computing Machinery (ACM), the Association for Information Systems (AIS), and the Association of Information Technology Professionals (AITP). This program requires 66 upper-division credit hours.

In addition to the Core Courses and one of the Specialty Disciplines (described on pages 24 and 25), students must complete the General Education Requirements. Consult an Enrollment Advisor to determine how many previously earned credits can be applied. Total credits required for degree program: 120 credits.

General Education Requirements	
Communication Arts	6 credits
Social Science	6 credits
Humanities	6 credits
Mathematics	6 credits
Additional Liberal Arts	6 credits
Science and Technology	6 credits
Interdisciplinary Requirement	15 credits
Electives	6 credits

GEN 300
Skills For Professional Development

This course is designed to provide core competencies that facilitate the transition of adult learners back into the formal educational setting. Content areas include critical-thinking skills, interpersonal skills, intrapersonal skills, issues related to returning to school, adult development, team processes, time and stress management, effective oral and written communication, team work theory and processes, creative problem solving, and personal learning styles. The goals of the course are to help students develop foundational skills in written communication, oral presentation, library research, and small team process that will equip them for success as University of Phoenix students and as managers and leaders in organizations.

CSS 330
Critical Thinking and Computer Logic

This course provides students opportunities for analysis, synthesis, prescription, and application of critical thinking and decision making within the organization. Basic Boolean logic concepts are also covered.

CIS 319
Computers and Information Processing

This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet.

BSA 375
Fundamentals of Business Systems Development

This course introduces the fundamental logical and design considerations addressed during system and application software development. It provides a solid background in information systems analysis and design techniques through a combination of theory and application. Systems Development Life Cycle (SDLC) will be fundamental to the course.

CMGT 410
Project Planning & Implementation

This course provides the foundation for understanding the broad concepts of successful planning, organization, and implementation within the realm of information technology. This course uses real-world examples, and identifies common mistakes and pitfalls in project management. Topics covered include project scoping, estimating, budgeting, scheduling, tracking, and controlling.

POS 370
Programming Concepts

This course provides the conceptual foundation for the logical structures necessary to develop business-related computer software programs. Topics include logic structures, control structures, variables, design considerations, I/O operations, and others.

POS 406
Computer Programming I

The course continues the subject in POS370, Programming Concepts. This course introduces object-oriented programming in the contest of business applications development.

POS 407
Computer Programming II

This course continues the subject in POS406, Computer Programming I. Topics include designing complex applications and the use of data files.

DBM 380
Database Concepts

This course covers database concepts. Topics include data analysis, the principal data models with emphasis on the relational model, entity-relationship diagrams, logical design, data administration and normalization.

DBM 405
Database Management Systems

This course continues the subjects studied in DBM380.1, Database Concepts. Emphasis is placed on transforming data models into physical databases. An overview is given of various database systems, as well as data warehousing. The role of databases in e-Business is also examined. The course uses Microsoft Access.

POS 410
SQL for Business

This course covers Structured Query Language (SQL), which provides a unified language that lets you query, manipulate, or control data in a business applications environment.

NTC 360
Network and Telecommunications Concepts

This course provides an overview of telecommunication systems in a business environment. Topics covered include voice communications, standards, transmission, networks, and internetworking.

NTC 410
Networks and Telecommunications II

This course provides an in-depth analysis of telecommunication systems in a business environment. Topics in this course include securing network resources; data transmission and remote access security, network design and disaster recovery, tele/data communication management, and network design application.

POS 420
Introduction to UNIX

This course is a survey of the UNIX operations. The student will gain an understanding of the internal operations of the UNIX system, which enables the user to make efficient use of files, file systems, and processes. Commands for efficient management of UNIX system files, file systems, and processes are also examined.

POS 427
Windows Networking

This course is a survey of Windows Networking. Topics emphasize the structure of and the various applications supported by Windows 2000. The course uses Windows 2000 simulations.

WEB 410
Web Programming I

This course covers the design and application of Hypertext Markup Language (HTML), which is used to create documents on the World Wide Web. The topics include structure, presentation format, lists, links, images, tables, frames, and forms. The student will create Web pages.

WEB 420
Web Programming II

Building upon Web Programming I, this course covers JavaScript, VBScript, ActiveX, Active Server Pages, and Perl. An emphasis is placed upon the appropriate use of the programming tools introduced. The student will create dynamic Web pages.

POS 440
Introduction to c++

This course introduces the student to C++. Topics include C++ basics, selection and repetition structures, sequential files, arrays, and C++ libraries.

EBUS 405
E-Business Technologies

This course examines the application of information technology tools necessary to build and support e-Business. The application of programming languages, databases, and the internet will be examined in the context of building an eCommerce/e-Business commercial website.

GEN 480
Interdisciplinary Capstone Course

This is the capstone course for business, health and human services, and information technology undergraduate students. The course provides students with the opportunity to integrate and apply learning from their professional programs of study in a comprehensive manner. Students will also assess the impact of their educational experiences on their ethical perspectives and critical thinking skills. Students will reflect on and evaluate their personal and professional growth, the benefits of lifelong learning, and the impact of these elements on their future.

Bachelor of Science in Management

The University of Phoenix Bachelor of Science in Management degree program is designed to develop the professional knowledge and skills of general managers in any organization. It enhances skills necessary for improved organizational effectiveness in a dynamic and evolving workplace. The curriculum focuses on the development of general management principles. It emphasizes skills necessary to align resources and to improve communication, productivity, and effectiveness. Participants are taught to manage innovation and apply professional skills and knowledge focused toward the future, all within a customer focused atmosphere.

Total credits required for degree program: 120 credits.

General Education Requirements	
Communication Arts	6 credits
Social Science	6 credits
Humanities	6 credits
Mathematics	6 credits
Additional Liberal Arts	6 credits
Science and Technology	6 credits
Interdisciplinary Requirement	15 credits
Electives	21 credits

COMM 470
Communicating in the Virtual Workplace
This course offers guidance and examples on how to communicate effectively in a workplace that is increasingly dependent upon technology as a means to communicate globally. The course provides students with an understanding of technology-mediated communication and how to maximize the use of new media to optimize organizational communications. Intranets, Internet, e-commerce, and the impacts upon customer satisfaction of new communications technologies are explored.

FIN 324
Finance and Accounting for Managers I
This course is designed to frame financial issues for non-financial managers. Basic accounting and financial terminology, and purposes and formats of financial statements are introduced. In addition, the significance of the following topics to the non-financial manager are addressed: depreciation of assets, capital budgeting, cash management, lease versus buy, and inventory management, among others. The course also covers techniques for preparing, implementing, and evaluating specific types of budgets.

GEN 300
Skills For Professional Development
This course is designed to provide core competencies that facilitate the transition of adult learners back into the formal educational setting. Content areas include critical-thinking skills, interpersonal skills, issues related to returning to school, adult development, team processes, time and stress management, effective oral and written communication, team work theory and processes, creative problem solving, and personal learning styles. The goals of the course are to help students develop foundational skills in written communication, oral presentation, library research, and small team process that will equip them for success as University of Phoenix students and as managers and leaders in organizations.

GEN 480

Interdisciplinary Capstone Course
This is the capstone course for business, health and human services, and information technology undergraduate students. The course provides students with the opportunity to integrate and apply learning from their professional programs of study in a comprehensive manner. Students will also assess the impact of their educational experiences on their ethical perspectives and critical thinking skills. Students will reflect on and evaluate their personal and professional growth, the benefits of lifelong learning, and the impact of these elements on their future.

MGT 330
Management: Theory, Practice, & Application
This course explores the rich field of management in theory and practice, and as both a science and an art. The course also addresses the role of managers in the current world of rapid change, increased competitive forces, and increased expectations for the successful performance of employees and organizations. The focus is on some of the ways and means of achieving desired goals. The student will leave this course with a solid background in the nature and work of management and managers. Applications of concepts to current workplace issues will be stressed.

MGT 350
Critical Thinking: Strategies in Decision Making
This course provides students opportunities for analysis, synthesis, prescription, and application of critical thinking and decision making within the organization. Emphasis is placed on preparing managers who can deal clearly, rationally, and creatively with a diverse workforce and dynamic workplace. This course equips students with concrete skills in critical thinking and decision making that will allow them to identify and solve organizational problems, as well as provide strategic direction.

PHL 323
Ethics In Management
This course provides opportunities for the analysis and synthesis of the role of ethics in the organization. Emphasis is placed on the way ethics affect thinking, relationship development, policy formation, and professional conduct in the workplace. Students develop the skills to understand and integrate constructive ethics into practices that support the success of the employee and the organization.

PSY 320
Human Motivation
This course examines the major issues and organizing principles that delineate the topic of motivation. Various theories will be assessed to understand motivation and analyze diverse motivation systems in terms of their primary components of biological, learned, and cognitive behavior.

PSY 428
Organizational Psychology
This course is concerned with analyzing the external and internal system dynamics that maximize performance excellence of individual and work groups in an organization. Organizational Psychology focuses on the human factor of business. This course applies Organizational Psychology theories and techniques to the features/dimensions of corporate structure that are transforming in order to accommodate the changes in the modern world. An understanding of external and internal customer relations in the transformed organizations is discussed.

PSY 430
Team Dynamics for Managers
This course provides an exploration into how managers and employees work in groups for the completion of organizational objectives. Emphasis is placed on the growing dependency on self-directed work teams in the workplace. This course equips students with the ability to manage work teams, work in teams successfully, and to obtain results via team dynamics. In addition, impacts upon customer satisfaction are explored.

RES 320
Foundations Of Research
This is a course introducing the foundations of research. Research principles and the scientific method are applied to professional situations. The course is designed to equip students with an understanding of commonly employed research methodologies that can be utilized to improve productivity and increase customer satisfaction.

SOC 315
Cultural Diversity
This course focuses on the issues, challenges, and opportunities presented by U.S. population diversity. Workplace issues related to employee diversity in terms of gender, race/ethnicity, socioeconomic class, and cultural background are emphasized.

TEC 401
Human Factors In Technology
This course provides an understanding of the effective integration of technology to improve organizational performance. Students will learn how to evaluate strategies for utilizing technology to support personal and organizational growth. Additionally, students will examine the increasing influence of e-commerce on the role of managers in the workforce. Impacts of the effective integration of technology upon customer relationships are also explored.

Bachelor of Science in Nursing

The Bachelor of Science in Nursing program is designed to develop the professional knowledge and skills of working registered nurses. The curriculum is built upon a foundation of biological, physical, and social sciences that contribute to the science of nursing. The liberal arts components promote the development of the intellectual, social, and cultural aspects of the professional nurse.

The program enhances the foundation in the biological, physical, and social sciences through an instructional program with behavioral objectives that concentrate on the development of the nurse's role as caregiver, teacher, and manager of care. Utilizing a self–care framework, working registered nurses are prepared as generalists who are able to apply professional skills and knowledge to nursing, clients, and health care systems. This program requires 48 upper-division credit hours.

In addition to the Major Courses described on the next page, students must complete the General Education Requirements. Consult an Enrollment Advisor to determine how many previously earned credits can be applied.

Total credits required for degree program: 120 credits.

Tuition for this program is $355.00 per credit.

General Education Requirements	
Communication Arts	6 credits
Social Science	6 credits
Humanities	6 credits
Mathematics	6 credits
Additional Liberal Arts	6 credits
Science and Technology	6 credits
Interdisciplinary Requirement	15 credits
Electives	18 credits

GEN 480
Professional Ethics and Social Responsibility
This course provides a synthesis of knowledge, values and perspectives on science, humanities, and social science as applied to the student's personal and professional decision-making responsibilities. Students integrate their general education studies with the professional development components of the University of Phoenix curriculum.

HCS 438
Statistical Applications
This course surveys descriptive and inferential statistics with emphasis on practical applications of statistical analysis. Examination of the role of statistics in research, statistical terminology, the appropriate use of statistical techniques, and interpretation of statistical findings in nursing and health care research.

NUR 390
Introduction to Professional Nursing
This course focuses on the professional role development of nursing. Students will assess and strengthen their skills in writing, oral presentations, and group interactions. Change and communication strategies necessary for today's healthcare arena will be investigated.

NUR 402
Theoretical Foundation of Professional Nursing
This course designed to focus entering baccalaureate students on the behaviors, attitudes, and values necessary for theory-based professional nursing. The nursing process is operationalized in the role of the case manager, and

Lippett's change theory is presented as a means of managing individual and system change. A discussion on nursing informatics is included. Orem's Self-Care Model of Nursing is introduced and used as the unifying framework for all course concepts.

NUR 420
Health and Disease Management
Provides refinement of physical assessment skills focusing on the assessment differences needed to recognize abnormal findings across the life span, especially with the geriatric population. Communication, health histories and psychosocial impacts will also be explored in the development of holistix health assessment skills.

NUR 425
Health Assessment
This course focuses on the development of a framework that enhances the nurses understanding of the physiological changes related to disease processes. Promotion of therapeutic nursing interventions that promote wellness and foster health independence will be stressed. The psychological impacts for clients with chronic illnesses and the aged populations will be discussed.

NUR 429
Issues and Strategies in Nursing Research Utilization
This course covers the development of basic research knowledge and skills to prepare the professional nurse to be a consumer of research by utilizing the research process in the nursing, client, and health care systems. The focus of this course is on the use of findings from scientific investigations in responding to nursing problems. Ethical

issues in research and critique of nursing and health care research studies are also included.

NUR 464
Concepts of Family Nursing Theory
This course provides the foundation for developing and utilizing theory-based practice for managing the continuum of care required for families. Based on Orem's Self-Care Model and the nursing process, the student develops the skills to provide family–centered, outcome-oriented nursing care across the lifespan. Students are assisted in the integration of the multicultural diversity of families into the nursing plan of care. Five workshops provide the framework for the development of the professional roles of caregiver, teacher, and manager of care in the nursing, client, and health care systems.

NUR 467
Clinical Integration: Nursing Management of Families
This course focuses on the utilization of theory-based practice to manage the continuum of care required by families. Based on Orem's Self-Care Model and the nursing process, the student will complete 9 workshops and 75 hours of clinical practicum that provide the framework for development of the professional roles of caregiver, teacher, and manager of care in the health care, family, and nursing systems. Clinical practicum provides experiences across the life span which take place in a variety of settings and which address the health care needs of families. The clinical integration and application of theories and concepts introduced in the family theory course will be the focus of this course.

NUR 471
Dimensions of Community Nursing Practice
This course provides the foundation for developing and using theory based practice in the health promotion of population aggregates and communities. Based on community health nursing standards and nursing conceptual frameworks, students learn skills to address populations at risk. Utilizing the epidemiological model students identify levels of prevention and apply health promotion strategies to community health problems. Current social and economic issues are explored. Journaling and group activities facilitate the exploration of social responsibility as a professional value. Five workshops provide the framework for the development of skills of community focused practice.

NUR 473
Clinical Integration: Partnerships in Community Practice
This course focuses on the utilization of theory-based practice to promote the care of population aggregates and communities. Students complete 6 workshops and 60 hours of practicum which provides experiences with aggregates in a variety of settings to develop the professional roles of caregiver, teacher, and manger of care. Through the clinical practicum, the student develops beginning skills in community education, coalition building, community assessment and the use of computerized data bases. Violence as a health care problem and health care financing are examined as examples of current issues affecting communities. Social responsibility as a professional value is facilitated. Clinical integration and application of theories introduced in the community course are the framework of this course.

NUR 478
Contemporary Issues and Health Policy
This course examines the interrelationships of socioeconomic factors, political and legal issues and ethical considerations that impact nursing and health care delivery. The responsibility of nurses as citizens will be explored within the dynamic health care issues.

NUR 486
Nursing Leadership and Management in Health Care
This course focuses on the utilization of theory and research to develop skills in nursing management and leadership. Emphasis is placed on the acquisition of leadership skills that are effective in a turmoil of change. Components of this course are transformational leadership, process of change, case management, aspects of teamwork including delegation and management concepts. Course content is applied in the completion of 30 hours of clinical experience.

GRADUATE DEGREE PROGRAMS

Graduate Admission Requirements

To be considered for a graduate program, you must be employed or have access to an organizational environment that allows you to apply the concepts you learn in our courses. In addition, you will need an undergraduate degree from a regionally accredited college or university, or one that is a candidate for accreditation. A comparable degree from a recognized institution outside of the United States is also acceptable. University of Phoenix requires you to have a minimum cumulative grade point average of 2.5 and at least three years of significant work experience.

"Most of my study was done hotel rooms in Bangkok, Beijing, Lima, Zurich, and London. I investigated other options, but I picked UOP because of my boss's recommendation. I earned my degree in 22 months." **Harry Huber, MAOM, Global Business Intelligence Specialist, IBM**

Master of Arts in Education / Curriculum & Instruction

Total credits required for degree program: 33 credits.

Tuition for this program is $400.00 per credit.

CMP 520
Learning and Technology

This course will provide the student with an understanding of learning models and the impact technology can have towards enhancing and enriching the learning process. The primary focus will be the application of teaching and learning strategies that integrate technology as a vehicle in the differentiation of curriculum. Using technology tools for solving a variety of problems, evaluating student performance, and implementing distance-learning systems will also be explored.

CMP 540
Integrating Educational Technology In The Classroom

This course focuses on the selection and use of various technologies and software applications appropriate for K-12 curricula. Topics to be explored include the construction of units, classroom management issues, and student assessment criteria to assist teachers in the process of effectively integrating technology into subject matter curricula.

COM 516
Professional Communications

This course provides new graduate students in University of Phoenix programs with an introduction to strategies for academic success within the University of Phoenix adult learning model. Topics include oral and written communication, methods for finding and evaluating course resources, the purpose and use of portfolios, program standards, and critical thinking.

CURR 524
Instructional Design

This course is designed to provide students with the instructional planning skills they need to develop educational courses and materials for adult learners. Students will study the relevant theories of instructional design and apply proven procedures for designing, developing, implementing, and evaluating objectives-based instruction. Specific focus will be given to the creation of materials appropriate for adult learners in classrooms and learning at a distance, including attention to life experiences, entry level skills, motivational needs, and modes of delivery.

CUR 558
Foundations of Curriculum and Instruction

This course focuses on understanding what curriculum is and how it is developed in schools. Curriculum planning is examined, as is the role of philosophy in this process. Procedures involved in curriculum development, planning, implementation, and evaluation are addressed; practical application is emphasized.

CUR 562
Standards-Based Curriculum and Instruction

This course focuses on the development of strategies for linking standards-based education to classroom curriculum.

This course will explore the historical foundations of the standards movement as well as current research on standards as a basis for understanding standards-based instruction. Students will learn to create effective standards-based performance assessment tasks for their classrooms.

CUR 578
Evaluation and Assessment of Curriculum

This course is designed to provide students with the evaluation techniques necessary to analyze curriculum, educational resources, and instructional strategies. Students will apply procedures for evaluating and recommending strategies for improving the quality and effectiveness of curriculum and assessment as they relate to instruction.

EDD 520
Critical Issues in Education

This course is designed to allow students to explore current educational issues in the context of their social and philosophical foundations. By analyzing these controversial topics and their impact on education in today's society, students utilize critical thinking techniques to make philosophical decisions and take a stand on the issues. Changing social conditions, cultural influences, and moral education are discussed in relation to schooling.

EDD 570
Introduction to Educational Research

This course focuses on the foundations of educational research. The purpose of research as it impacts decision-making and educational practices will be explored. Students will be introduced to the various elements of an action research project, including problem and purpose statements, writing style, literature review, research design, data collection, and data analyses. The steps involved in the process of conducting research will be discussed.

EDD 573
Applications of Research

This course reviews various applications of the action research project. Students explore factors related to conference presentations and public speaking, submitting for publication, and communicating findings to various agencies and organizations. The process of using research projects as the basis for grant writing is also examined.

EDD 574
Action Research Outline

Students may begin work on the outline component of the action research project upon successful completion of EDD 571 and the approval of their problem statements and matrices by their faculty member. Students complete a sentence outline of Chapters 1-4 for the action research proposal, including an introduction, documentation of the problem, a review of the literature, a recommended solution strategy, and possible methods for analyzing results. The outline is used as a basis for writing the formal proposal.

EDD 575
Action Research Proposal

Students may begin work on the proposal component of the action research project upon successful completion of EDD 574. Using their outlines as a framework, students create an implementation proposal for their research project. The proposal contains the same chapters, headings, and sub-headings as the outline but is rewritten in formal text. A timeline for specific actions will be addressed.

EDD 576
Action Research Presentation

The final phase of the research project is the formal report and proof of outside presentation. After implementation, students will analyze their results and rewrite the proposals into report form, including Chapter 5. The final chapter for the action research report includes an analysis of findings and recommendations for change

PSYCH 538
Lifespan Development And Learning

This course integrates learning theories and principles with advanced study of early childhood, elementary, middle, and high school development in relation to educational practice. Perspectives on behaviorism and cognitive and social learning are explored in the context of their practical application by the professional in the classroom.

QNT 575
Measurement, Evaluation, And Ethics In Research

In this course, students identify ethical issues related to research, including basic theory and practice, professional codes of ethics, governmental regulations, confidentiality, and research using human subjects. The purpose of statistics, as applied to educational research, is introduced; inferential and descriptive measures are examined and methods for evaluating and analyzing data are discussed. Students are required to synthesize information presented in this class by appropriately addressing each element in their Individual Action Research Projects.

Master of Arts in Education / Curriculum & Technology

The Master of Arts in Education program is designed to meet state licensing and content standards and to enhance and refine the skills of teachers, counselors, and administrators. The Curriculum and Technology specialization focuses on the development, evaluation and application of emerging technology to enhance the learning process; for the students, teachers, administrators, parents and the school board.

The program covers how to integrate technology into K-12 curriculum, accommodate diverse learners with assistive technology, explore ethical issues pertaining to the use of technology in schools and learn how to plan for implementation of technology programs within educational settings. The implementation of distance learning systems will also be explored. The program provides hands-on experience with a variety of media and technologies. Presentation skills, research techniques and submitting for publication are also emphasized. Total credits required for degree program: 33 credits.

Tuition for this program is $400.00 per credit.

CMP 520
Learning and Technology

This course will provide the student with an understanding of learning models and the impact technology can have towards enhancing and enriching the learning process. The primary focus will be the application of teaching and learning strategies that integrate technology as a vehicle in the differentiation of curriculum. Using technology tools for solving a variety of problems, evaluating student performance, and implementing distance-learning systems will also be explored.

CMP 521
Using Computers in Education

This course examines how emerging technology can affect the classroom teacher, school administrator, school board members, students, and parents. It explores how technology influences curriculum, instructional design, and educational standards. Equity issues and the consequences to students who lack technological skills and knowledge are also the focal points of this course. This course uses a variety of media and technologies to prepare teaching materials, develop curriculum, and deliver instruction.

CMP 522
Critical Issues in Educational Technology

This course will introduce the student to research relative to the integration of technology into
K-12 school systems, and how to decode and apply research in K-12 technology integration initiatives. Students will also investigate current and future technology advancements in hardware, software, networking, support, and training, as well as the impact these advances might have on K-12 schools. Basic issues relating to ethics and equity will also be introduced.

CMP 530
Ethics and Technology in Education

This course is designed to introduce the ethical issues relating to the use of technology in education. The course will examine the present and future controversies surrounding the integration of technology into the instructional process and educational institutions. Students will address the issues of information and intellectual property, privacy issues in a digital environment and the relationship of individual, governmental, and societal

concerns in an ever advancing and changing electronic community.

CMP 540
Integrating Educational Technology In The Classroom

This course focuses on the selection and use of various technologies and software applications appropriate for K-12 curricula. Topics to be explored include the construction of units, classroom management issues, and student assessment criteria to assist teachers in the process of effectively integrating technology into subject matter curricula.

CMP 555
Designing And Producing Educational Technology

This is a comprehensive course that first considers the process used to design educational technology products. Next, a careful analysis will be made of the various elements of design including opportunities to analyze and evaluate actual developed products. Students will be able to examine media-based instructional materials and evaluate their effectiveness in learning environments. Emphasis will be placed on best practices that utilize modern technologies.

CMP 560
Instructional Multimedia Authoring

This course is designed to give students the opportunity to use several multimedia authoring approaches as they develop their abilities to analyze and synthesize available research in a number of electronic and hard copy formats. After analyzing the available research on instructional design, current theories of learning, and the role of multimedia in learning, students will create instructional courseware using a minimum of two-selected multimedia authoring programs. This course provides the students with first-hand experience in the methodologies of multimedia presentation development as they apply to classroom learning environments. It also provides students an opportunity to utilize a variety of techniques and methods to develop effective and relevant multimedia learning activities.

COM 516
Professional Communications

This course provides new graduate students in University of Phoenix programs with an introduction to strategies for academic success within the University of Phoenix adult

learning model. Topics include oral and written communication, methods for finding and evaluating course resources, the purpose and use of portfolios, program standards, and critical thinking.

CUR 558
Foundations of Curriculum and Instruction

This course focuses on understanding what curriculum is and how it is developed in schools. Curriculum planning is examined, as is the role of philosophy in this process. Procedures involved in curriculum development, planning, implementation, and evaluation are addressed; practical application is emphasized.

EDD 570
Introduction to Educational Research

This course focuses on the foundations of educational research. The purpose of research as it impacts decision-making and educational practices will be explored. Students will be introduced to the various elements of an action research project, including problem and purpose statements, writing style, literature review, research design, data collection, and data analyses. The steps involved in the process of conducting research will be discussed.

EDD 573
Applications of Research

This course reviews various applications of the action research project. Students explore factors related to conference presentations and public speaking, submitting for publication, and communicating findings to various agencies and organizations. The process of using research projects as the basis for grant writing is also examined.

EDD 574
Action Research Outline

Students may begin work on the outline component of the action research project upon successful completion of EDD 571 and the approval of their problem statements and matrices by their faculty member. Students complete a sentence outline of Chapters 1-4 for the action research proposal, including an introduction, documentation of the problem, a review of the literature, a recommended solution strategy, and possible methods for analyzing results. The outline is used as a basis for writing the formal proposal.

EDD 575
Action Research Proposal

Students may begin work on the proposal component of the action research project upon successful completion of EDD 574. Using their outlines as a framework, students create an implementation proposal for their research project. The proposal contains the same chapters, headings, and sub-headings as the outline but is rewritten in formal text. A timeline for specific actions will be addressed.

EDD 576
Action Research Presentation

The final phase of the research project is the formal report and proof of outside presentation. After implementation, students will analyze their results and rewrite the proposals into report form, including Chapter 5. The final chapter for the action research report includes an analysis of findings and recommendations for change

QNT 575
Measurement, Evaluation, And Ethics In Research

In this course, students identify ethical issues related to research, including basic theory and practice, professional codes of ethics, governmental regulations, confidentiality, and research using human subjects. The purpose of statistics, as applied to educational research, is introduced; inferential and descriptive measures are examined and methods for evaluating and analyzing data are discussed. Students are required to synthesize information presented in this class by appropriately addressing each element in their Individual Action Research Projects.

Master of Arts in Education / Adult Education & Distance Learning

Total credits required for degree program: 32 credits.

Tuition for this program is $400.00 per credit.

COM 516
Professional Communications

This course provides new graduate students in University of Phoenix programs with an introduction to strategies for academic success within the University of Phoenix adult learning model. Topics include oral and written communication, methods for finding and evaluating course resources, the purpose and use of portfolios, program standards, and critical thinking.

CURR 524
Instructional Design

This course is designed to provide students with the instructional planning skills they need to develop educational courses and materials for adult learners. Students will study the relevant theories of instructional design and apply proven procedures for designing, developing, implementing, and evaluating objectives-based instruction. Specific focus will be given to the creation of materials appropriate for adult learners in classrooms and learning at a distance, including attention to life experiences, entry level skills, motivational needs, and modes of delivery.

EDD 511
Adult Learning: Theories, Principles, And Applications

This course focuses on adult development and learning theories. Students will identify the stages of adult development and examine the concept of andragogy versus pedagogy. Major theories of adult learning and how they relate to instructional practices will be explored. Intelligence, learning styles, and motivation are discussed in the context of teaching adult learners. Emphasis will be placed on teaching and learning models and strategies and effective practices in distance education.

EDTC 510
Foundations Of Distance Education And Training

This course focuses on the principles of distance education as a medium for course, degree or training-based instruction. The history, technologies, philosophies and best practices associated with distance learning will be presented and analyzed. Current and future critical issues that impact the teaching/learning environment in distance delivery modalities also will be examined

EDTC 526
Assessment And Evaluation In e-Education

This course focuses on developing the skills necessary to become effective assessors of adult learners. Students learn the fundamentals of traditional testing and explore how to design alternative assessments in an electronic environment. Interpretation of assessment data, strategies for tracking student progress, and communication of results based on clear criteria and standards will be presented. Critical assessment issues facing distance education programs will be analyzed and debated.

EDTC 550
Information Technology

This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet. In addition, a management perspective is given for each of the areas.

EDTC 555
Internet And Distance Education Delivery

This course compares and contrasts different distance education delivery systems. Both asynchronous and synchronous deliveries are explored. An emphasis is placed upon Internet delivery and Internet course management solutions.

EDTC 560
Applications Of Multimedia And Web Page Design

This course examines different elements of multimedia and then applies them to presentation solutions that range from Microsoft PowerPoint® to Web pages. Basic HTML is covered as well as the integration of multimedia into Web page design.

EDTC 570
Courseware Authoring

This courses compares and contrasts different approaches to courseware authoring. A development life cycle model is examined that includes analysis, design, development, implementation, evaluation, delivery, and support. An emphasis is placed upon the design and development of Web delivered courseware.

EDTC 575
E-Education in the Global Environment

This course focuses on the business of distance education from a global perspective. Educational systems, cultural differences, as well as curricula of various global environments are explored. Students will study political and cultural issues that impact education and its delivery of education through distance education modalities.

EDTC 590
E-Education Capstone

This is the final course in the e-Education program. Students will synthesize and integrate theories and practices learned from all courses in the program and apply them toward the development of a culminating action plan appropriate to the e-Education environment. This course is an exercise in the practical application of new knowledge learned so that students exiting the program will be proficient in constructing courses and rich learning environments for effective multimedia instruction with a variety of learners.

QNT 540
Research And Ethics In e-Education

This course is an overview of the fundamentals of research and is designed to provide students with the basic knowledge and skills needed to be successful in graduate level studies. Ethical issues related to research, including basic theory and practice, professional codes of ethics, governmental regulations, confidentiality, and present and future controversies surrounding the integration of technology into instructional processes will be of focus. Students will address the issues of information and intellectual property, privacy issues in a digital environment and the relationship of individual, governmental

Master of Arts in Education / Teacher Education - Elementary

The new Masters of Arts in Education/Teacher Education Programs for elementary and secondary teacher certification are 33-credit Master's Degree (MAED) programs, leading to teacher licensure. Candidates for this program have already earned a bachelor's degree and wish to gain the pedagogical skills and knowledge that will assist them in becoming competent and effective educators, in addition to earning a degree.

Total credits required for degree program: 33 credits

Tuition for this program is $400.00 per credit.

MAT 500
The Art and Science of Teaching
This course focuses on the foundations of education, including the basic knowledge and skills necessary to become a successful teacher. Each student will write their educational autobiography, examining personal reasons for wanting to teach and create a professional development plan that will focus his/her work throughout the program. Additionally, each student will begin work on a standards-based professional portfolio. Other topics include basic educational philosophies, trends in education, including the role of technology, the professionalization of teaching in the United States, and "teaching as an art and a science."

MAT 505
Child and Adolescent Development
This course explores the range of issues related to human development from birth through age 18. The focus of the course is on defining the various stages as they impact instructional practices and decisions in a K-12 environment. Emotional, intellectual, physiological, social and cultural factors are discussed. Peer and family influences, along with issues related to media themes and gender bias are examined.

MAT 510
Models, Theories and Instructional Strategies
This course focuses on the theoretical models that underlie teaching and learning. Students examine methods for teaching all students, explore a variety of lesson plan designs, and analyze the most effective classroom climates and teaching strategies to promote student learning.

MAT 511
Elementary Student Teaching Seminar I: The Professional Educator
This course is intended to prepare students for the student teaching experience, as well as for their first year as a classroom teacher. The course focuses on the professional aspects of teaching. Students create individual resumes and cover letters, participate in mock interviews, engage in self-evaluations and develop their own professional growth plans for inclusion in their portfolios.

MAT 520
The Diverse Classroom
This course focuses on differentiated methods and techniques used for the identification, assessment and instruction of academically diverse populations, including culturally and linguistically diverse students, students who are gifted and talented, and students with mild to moderate disabilities. Historical perspectives and information related to current policies and practices are examined.

MAT 523
Maintaining an Effective Learning Climate

This course examines ways to create, manage and maintain a positive classroom environment. In addition to behavior management systems, issues related to time, content, budget, materials and procedures management will be explored.

MAT 530
Curriculum Constructs and Assessment: Reading and Language Arts
This course focuses on the most current research, theory and methods of reading instruction, while providing candidates with the background knowledge in language arts necessary to prepare an integrated unit of instruction. Various instructional and assessment techniques, including research-based phonics, are modeled. A practical application project, based on work with a student in a K-8 school setting, is incorporated into the course requirements.

MAT 532
Curriculum Constructs and Assessment: Science and Math
This course focuses on the methodology and assessment strategies that enhance learning in mathematics and science. Integrated content, interdisciplinary teaching, and curriculum and assessment issues are emphasized. Multiple perspectives of students as learners of math and science, along with current research on pedagogy are explored. This course provides students with an opportunity to develop the ability to use and evaluate instructional and curricular materials and resources, as well as appropriate assessment strategies.

MAT 536
Curriculum Constructs & Assessment: Social Studies & Fine Arts
This course defines and provides a context for teaching and assessing students in the areas of social studies and fine arts, based on scope, sequence and national and state standards. Instructional approaches for both content areas within the framework of an integrated curriculum are explored. Students develop alternative assessments and traditional testing tools based on clear criteria, which are designed to yield accurate information on student progress.

MAT 550
Legal and Ethical Issues in Education
This course provides students with the opportunity to examine and apply legal and ethical issues within the context of an educational setting. Legal issues and their subsequent impact on schools are discussed, analyzed, and applied to current educational practices. In discussing critical issues in education, an emphasis is placed on the ways ethics affect thinking, decision-making, professional conduct and learning.

MAT 560
Action Research
This course is designed to provide candidates with the basic knowledge and skills necessary to conduct research within a classroom setting. Students will be introduced to the elements required to begin an action research project, including purpose/rationale, writing style, literature reviews, online resources, data collection, and components of an action research project. Students will also identify ethical issues related to research, including basic theory and practice, professional codes of ethics, governmental regulations, confidentiality, and research using human subjects. The purpose of statistics, as applied to educational research, is introduced; inferential and descriptive measures are examined and methods for evaluating and analyzing data are discussed.

MAT 524
Elementary Student Teaching Seminar II: Classroom Management
This course emphasizes the practical application of the

theories and methods introduced in MAT 523, Maintaining an Effective Learning Climate. Students design, implement and assess an individual or a classroom management plan.

MAT 533
Elementary Student Teaching Seminar III: Instruction and Assessment
This course emphasizes the practical application of the theories and methods introduced previous coursework. Students design and implement an instructional unit, including a variety of appropriate assessment strategies.

MAT 551
Elementary Student Teaching Seminar IV: Parent & Community Involvement
This course focuses on the importance of family and community involvement within an educational setting. Students design and implement a process or strategy to increase parent communication or family and community involvement.

Master of Arts in Education / Teacher Education - Secondary

The new Masters of Arts in Education/Teacher Education Programs for elementary and secondary teacher certification are 33-credit Master's Degree (MAED) programs, leading to teacher licensure. Candidates for this program have already earned a bachelor's degree and wish to gain the pedagogical skills and knowledge that will assist them in becoming competent and effective educators, in addition to earning a degree.
Total credits required for degree program: 33 credits

Tuition for this program is $400.00 per credit.

MAT 500
The Art and Science of Teaching
This course focuses on the foundations of education, including the basic knowledge and skills necessary to become a successful teacher. Each student will write their educational autobiography, examining personal reasons for wanting to teach and create a professional development plan that will focus his/her work throughout the program. Additionally, each student will begin work on a standards-based professional portfolio. Other topics include basic educational philosophies, trends in education, including the role of technology, the professionalization of teaching in the United States, and "teaching as an art and a science."

MAT 505
Child and Adolescent Development
This course explores the range of issues related to human development from birth through age 18. The focus of the course is on defining the various stages as they impact instructional practices and decisions in a K-12 environment. Emotional, intellectual, physiological, social and cultural factors are discussed. Peer and family influences, along with issues related to media themes and gender bias are examined.

MAT 510
Models, Theories and Instructional Strategies
This course focuses on the theoretical models that underlie teaching and learning. Students examine methods for teaching all students, explore a variety of lesson plan designs, and analyze the most effective classroom climates and teaching strategies to promote student learning.

MAT 512
Secondary Student Teaching Seminar I: The Professional Educator
This course is intended to prepare students for the student teaching experience, as well as for their first year as a classroom teacher. The course focuses on the professional aspects of teaching. Students create individual resumes and cover letters, participate in mock interviews, engage in self-evaluations and develop their own professional growth plans for inclusion in their portfolios.

MAT 520
The Diverse Classroom
This course focuses on differentiated methods and techniques used for the identification, assessment and instruction of academically diverse populations, including culturally and linguistically diverse students, students who are gifted and talented, and students with mild to moderate disabilities. Historical perspectives and information related to current policies and practices are examined.

MAT 523

Maintaining an Effective Learning Climate
This course examines ways to create, manage and maintain a positive classroom environment. In addition to behavior management systems, issues related to time, content, budget, materials and procedures management will be explored.

MAT 540
Curriculum Constructs & Assessment: Secondary Methods
This course focuses on the methodology and assessment strategies that enhance learning at the secondary level. Integrated content, interdisciplinary teaching, and curriculum and assessment issues are emphasized. Multiple perspectives of students as learners of secondary content, along with current research on pedagogy are explored. This course provides studnets with an opportunity to develop the ability to use and evaluate instructional and curricular materials, and appropriate assessment strategies.

MAT 542
Curriculum Constructs & Assessment: Secondary Reading Methods
This course focuses on the most current research, theory and methods of teaching reading at the secondary level, while providing candidates with the background knowledge necessary to prepare integrated units of instruction. Various instructional and assessment techniques, including research-based phonics, are modeled. A practical application project, based on work with a student in a 7-12 grade setting, is incorporated into the course requirements.

MAT 545
Curriculum Constructs and Assessment: Distance Education Methods
This course examines methods for incorporating distance learning into middle and high school settings. Various instructional platforms and assessment strategies are explored, along with ethical issues related to the online learning environment. Students are given the opportunity to participate in an interactive, online environment.

MAT 550
Legal and Ethical Issues in Education
This course provides students with the opportunity to examine and apply legal and ethical issues within the context of an educational setting. Legal issues and their subsequent impact on schools are discussed, analyzed, and applied to current educational practices. In discussing critical issues in education, an emphasis is placed on the ways ethics affect thinking, decision-making, professional conduct and learning.

MAT 560
Action Research
This course is designed to provide candidates with the basic knowledge and skills necessary to conduct research within a classroom setting. Students will be introduced to the elements required to begin an action research project, including purpose/rationale, writing style, literature reviews, online resources, data collection, and components of an action research project. Students will also identify ethical issues related to research, including basic theory and practice, professional codes of ethics, governmental regulations, confidentiality, and research using human subjects. The purpose of statistics, as applied to educational research, is introduced; inferential and descriptive measures are examined and methods for evaluating and analyzing data are discussed.

MAT 525
Secondary Student Teaching Seminar II: Classroom Management

This course emphasizes the practical application of the theories and methods introduced in MAT 523, Maintaining an Effective Learning Climate. Students design, implement and assess an individual or a classroom management plan.

MAT 543
Secondary Student Teaching Seminar III: Instruction & Assessment
This course emphasizes the practical application of the theories and methods introduced previous coursework. Students design and implement an instructional unit, including a variety of appropriate assessment strategies.

MAT 552
Secondary Student Teaching Seminar IV: Parent & Community Involvement
This course focuses on the importance of family and community involvement within an educational setting. Students design and implement a process or strategy to increase parent communication or family and community involvement.

Master of Arts in Organizational Management

The Master of Arts in Organizational Management program is designed to fill the educational needs of mid-career professionals who want to develop or enhance their management skills. The curriculum will teach you how to effectively manage the human and fiscal resources of private businesses, non-profit organizations, and public agencies.

Your studies will give you an in-depth understanding of the structure, culture, and behavior of organizations. You will explore current styles and methods of leadership and the vital role that human resources managers play. The latest marketing tools and strategic planning techniques will also be featured. In addition, you will examine the financial considerations of for-profit and not-for-profit organizations, and how organizations can use changing technologies to enhance growth. Total credits required for degree program: 39 credits.

CIS 564
Information Management in Business
This course examines the design and management of internal capacity as it applies to all organizations. It examines the principles and techniques for designing, analyzing, and managing operations processes. It addresses how all operations and behavior components fit together and how to identify and resolve the right problem. Topics include statistical process control, supply chain management, and total quality management.

COM 515
Managerial Communication
This course provides new graduate students with an introduction to the graduate-level program and strategies for academic success within the University of Phoenix adult learning model. Topics include oral and written communication and resources, individual and group presentation techniques, electronic research resources, introduction to the purpose and uses of the electronic portfolio, critical thinking, stress and time management, and Learning Team processes.

HR 555
Human Resources Management
This course examines the evolving human resources function within today's organizations. Topics include the changing environment of human resources management; managing human resources in the global community; human capital development; human resources processes and systems; and contemporary issues in human resources.

HR 556
Employee Motivation and Compensation
This course studies theories and practices for employee motivation and the administration of compensation and benefits. Topics include the role of compensation and motivation in organizational systems; human behavior, human motivation, and types of reward systems; the regulatory environment of wages and salaries; linking performance management systems to rewards; implementation and administration of reward systems; and future trends.

LAW 530
Legal Issues in the Workplace
This course provides an overview of federal, state, and local regulation of the employer-employee relationship. Topics include employer-employee relationships; employment discrimination law overview and applications; labor relations law; discipline and termination processes; and contemporary issues.

LDR 510
Organizational Leadership and Change Management
This course examines organizational leadership in the context of managing continuous change. Topics include models and theories of leadership; leading organizational culture; effective leadership models; theories and applications of change management; and leading and sustaining change.

LDR 520
Organizational Ethics
This course focuses on ethical issues confronted by individuals in carrying out their managerial and professional responsibilities. Topics include ethics theory and applications of critical thinking; organizational and personal responsibilities; ethics and values in a global community; law and ethics: convergence and divergence; rights and obligations of employers and employees; and emerging ethics issues.

MGT 573
Project Management In The Business Environment
This course develops the principles and techniques to plan, execute, and manage complex projects Topics include workflow analysis, quality control, and performance evaluation.

MGT 578
Strategy Formulation and Implementation
This course introduces the principles and tools for managerial use in the development, implementation, and review of strategy for organizations. Topics include internal and external environmental analysis; value, competition, and strategic choice; strategic positioning; and implementation and control issues.

MGT 588
Organizational Research and Process Consultation
This course is based on the application by the student of organizational research and process consultation and is intended to re-emphasize to the student the challenges faced by leaders who must balance the needs of organizational stakeholders. The course requires the student to synthesize and integrate the theory and practice learned from all of the courses in the MAOM curriculum and apply them toward the development of recommended solutions for specific managerial situations found within the organizational environment.

MKT 553
Marketing and Stakeholder Relations
This course examines the role and importance of marketing and stakeholder relations in every organization, whether for selling products or services, seeking donations, or recruiting volunteers. Topics include strategic alignment of the four "P's"; traditional and contemporary marketing strategies and trends; value-creating distinctive products and services; integrated marketing communications; customer satisfaction and stakeholder relations; and developing marketing plans.

ORG 502
Human Relations and Organizational Behavior
This course examines the human relations theory and practice through individual, group, and organizational performance. Topics include perspectives on organizational behavior, optimizing individual performance, leadership and power, organizational design and structure, dynamics and change, and improving organizational effectiveness.

SYS 540
Systems Thinking and Performance Measurement
This course is designed to create an awareness of systems thinking in such a way that it guides and influences the optimization of organizations. Students will learn how to collect relevant data and apply performance measurement tools as a means to improve organizational performance. Topics include introduction of systems thinking; tools for measuring organizational performance; organizational performance and measurement systems; data management and analysis (budgeting, forecasting, and cost-benefit analysis); results implementation: decisions, improvement, and growth; and continuous measurement and monitoring for organizational improvement.

SYS 560
Conflict Management Systems
This course provides students with both a theoretical and a practical framework for systematically identifying and managing organizational conflict, both internal and external. Topics include assessing and managing workplace conflict; legal and ethical considerations in conflict management system design; negotiation and communication strategies; design of an effective conflict management system; conflict management training and development strategies; and implementing and evaluating an effective conflict management system.

Master of Business Administration (MBA)

Developing managers who can compete in the increasingly complex business community is the focus of this program. To take advantage of new opportunities, you must be able to analyze and synthesize more data in more ways—and in less time—than ever before. This degree will help you do just that.

As you move through the curriculum, you will develop the decision-making skills that are crucial to managing an organization and its personnel. You will learn how to employ sophisticated quantitative and analytical tools, and how to assess and act on complex financial and economic indicators. The intricacies of strategic planning will also be explored, and you will understand how it all combines to influence organizational structure, culture, and linked control systems. Total credits required for degree program: 46 credits.

COM 515
Managerial Communication
This course provides new graduate students with an introduction to the graduate-level program and strategies for academic success within the University of Phoenix adult learning model. Topics include oral and written communication and resources; individual and group presentation techniques; electronic research resources; introduction to the purpose and uses of the electronic portfolio; critical thinking, stress, and time management, and Learning Team processes.

ORG 502
Human Relations and Organizational Behavior
This course examines human relations theory and practice through individual, group, and organizational performance. Topics include perspectives on organizational behavior, optimizing individual performance, leadership and power, organizational design and structure, dynamics and change, and improving organizational effectiveness.

LAW 529
Legal Environment of Business
This course prepares the manager to make business decisions within a legal and ethical framework. Topics include the regulatory environment, contracts, business torts, partnerships and corporations, anti-trust, environmental law, employment law, and ethical considerations in business.

MKT 551
Marketing Management
This course develops the marketing principles by which products and services are designed to meet customer needs, priced, promoted, and distributed to the end user. The focus is on the application of these marketing principles to a wide range of customers, both internal and external. Topics include new product/service introduction and segmentation and positioning strategy.

QNT 530
Statistics and Research Methods for Managerial Decision Making
This course focuses on the role of statistics and business research as tools for the manager to use when making planning and operating decisions. The course prepares the manager to be a critical consumer of statistics capable of assessing the validity and reliability of statistics and business research prepared for the manager's use. Topics include research design and data collection, survey design and sampling theory, probability theory, hypothesis testing, and research reporting and evaluating.

MGT 554
Operations Management
This course examines the design and management of internal capacity as it applies to all organizations. It examines the principles and techniques for designing, analyzing, and managing operations processes. It addresses how all operations and behavior components fit together and how to identify and resolve the right problem. Topics include statistical process control, supply chain management, and total quality management.

ECO 533
Economics for Managerial Decision Making
This course develops principles and tools in economics for managers to use in making business decisions. Topics draw from both microeconomics and macroeconomics and include pricing for profit maximization, understanding and moving among market structures, management of business in expansions and recessions, monetary policy, and the new economy. The focus is on the application of economics to operating and planning problems using information generally available to the manager.

ACC 529
Accounting for Managerial Decision Making
This course integrates the principles of financial and managerial accounting to prepare the manager to use accounting to assess and manage the health of the organization. Topics include balance sheet, income statement, statement of cash flows, financial statement analysis, and internal analysis techniques.

FIN 544
Finance for Managerial Decision Making
This course develops the principles of finance and techniques for managers to use in making decisions that add to the financial value of an organization. Topics include working capital management, valuation and investment criteria, capital budgeting analysis, financing and capital structure, and the global transformation.

CIS 564.4
Information Management in Business
This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet. In addition, for each of these areas a management perspective is presented.

EBUS 500.1
E-Business Principles and Practices
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

QNT 531
Advanced Problems in Statistics and Research Methods
This course extends the competencies developed in QNT 530 by introducing additional research methods and tools of statistical analyses, with the emphasis on case study and data analyses to further develop evaluative abilities in managerial decision making. Topics include analysis of variance, regression, non-parametric statistics, and time series and forecasting.

FIN 545
Advanced Problems in Finance
This course extends the competencies developed in FIN 544 by introducing additional techniques of financial analysis. Topics include corporate governance, IPO's and corporate financing, strategies in capital budgeting and structure, risk management and securities analysis, mergers, acquisitions, and restructuring, and cross-border investment decisions.

MGT 573
Project Management in the Business Environment
This course develops the principles and techniques to plan, execute, and manage complex projects. Topics include human aspects of project management, project planning and risk management, project resource management, partnering, and performance measurement.

MGT 578
Strategy Formulation and Implementation
This course introduces the principles and tools for managerial use in the development, implementation, and review of strategy for organizations. Topics include internal and external environmental analysis; value, competition, and strategic choice; strategic positioning; and implementation and control issues.

MGT 599
Cases in Decision Making
This is an integrative course and the capstone for the MBA. The outcome is for students to develop a portfolio of business solutions to problems that draw on a range of skills from the individual courses preceding it. Students will also define and solve a business problem of their own choosing.

Master of Business Administration in Accounting

The MBA in Accounting is designed to develop or enhance the financial management skills necessary to function effectively within private businesses, non-profit organizations, and public agencies. The program concentrates on managing human and fiscal resources within the structure, culture, and mission of any organization. The curriculum addresses advanced costing techniques, accounting theory, accounting information systems, issues in corporate taxation, executive management, budgeting, human resources management, organizational development, conflict management, strategic planning, information management, and decision making, among other subjects.

The program is structured with five primary goals in mind:
1. To provide students with a broad based understanding of the management and leadership skills necessary for successful achievement of organizational goals.
2. To prepare students to recognize and respond to the implications of change on organizational stakeholders (e.g., employees, consumers, vendors, and society).
3. To educate students about the impact of technology on every aspect of an organization, and demonstrate how technology creates its own change.
4. To prepare students to function as financial consultants and internal change agents to lead and inspire organizational leadership toward a more productive future.
5. To prepare students to manage human and financial resources effectively, efficiently and ethically within a global environment.

Total credits required for degree program: 46 credits.

COM 515
Managerial Communication
This course provides new graduate students with an introduction to the graduate-level program and strategies for academic success within the University of Phoenix adult learning model. Topics include oral and written communication and resources; individual and group presentation techniques; electronic research resources; introduction to the purpose and uses of the electronic portfolio; critical thinking, stress, and time management, and Learning Team processes.

ORG 502
Human Relations and Organizational Behavior
This course examines human relations theory and practice through individual, group, and organizational performance. Topics include perspectives on organizational behavior, optimizing individual performance, leadership and power, organizational design and structure, dynamics and change, and improving organizational effectiveness.

LAW 529
Legal Environment of Business
This course prepares the manager to make business decisions within a legal and ethical framework. Topics include the regulatory environment, contracts, business torts, partnerships and corporations, anti-trust, environmental law, employment law, and ethical considerations in business.

MKT 551
Marketing Management
This course develops the marketing principles by which products and services are designed to meet customer needs, priced, promoted, and distributed to the end user. The focus is on the application of these marketing principles to a wide range of customers, both internal and external. Topics include new product/service introduction and segmentation and positioning strategy.

QNT 530
Statistics and Research Methods for Managerial Decision Making
This course focuses on the role of statistics and business research as tools for the manager to use when making planning and operating decisions. The course prepares the manager to be a critical consumer of statistics capable of assessing the validity and reliability of statistics and business research prepared for the manager's use. Topics include research design and data collection, survey design and sampling theory, probability theory, hypothesis testing, and research reporting and evaluating.

MGT 554
Operations Management
This course examines the design and management of internal capacity as it applies to all organizations. It examines the principles and techniques for designing, analyzing, and managing operations processes. It addresses how all operations and behavior components fit together and how to identify and resolve the right problem. Topics include statistical process control, supply chain management, and total quality management.

ECO 533
Economics for Managerial Decision Making
This course develops principles and tools in economics for managers to use in making business decisions. Topics draw from both microeconomics and macroeconomics and include pricing for profit maximization, understanding and moving among market structures, management of business in expansions and recessions, monetary policy, and the new economy. The focus is on the application of economics to operating and planning problems using information generally available to the manager.

ACC 529
Accounting for Managerial Decision Making
This course integrates the principles of financial and managerial accounting to prepare the manager to use accounting to assess and manage the health of the organization. Topics include balance sheet, income statement, statement of cash flows, financial statement analysis, and internal analysis techniques.

FIN 544
Finance for Managerial Decision Making
This course develops the principles of finance and techniques for managers to use in making decisions that add to the financial value of an organization. Topics include working capital management, valuation and investment criteria, capital budgeting analysis, financing and capital structure, and the global transformation.

CIS 564.4
Information Management in Business
This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet. In addition, for each of these areas a management perspective is presented.

EBUS 500.1
E-Business Principles and Practices
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

ACC 563
Advanced Accounting Information Systems
This course is designed to present an understanding of accounting information systems and their roles in the accounting environment. Particular attention is paid to transaction cycles and internal control structures. Topics covered include software development life cycles, contemporary technologies and applications, control concepts and procedures, auditing of information systems, Internets, Intranets, electronic commerce, and the role of information systems in business enterprises.

ACC 573
Advanced Cost Accounting
This course covers cost-volume-profit analysis, costing systems, activity-based costing, flexible budgets, variances, inventory costing methods, cost behavior, and cost allocation.

ACC 583
Income Tax-Corporations
This course presents the aspects of the formation, reorganization, and liquidation of corporations and the impact on shareholders. Taxation issues involved in the partnerships, corporations, and S Corporations are examined, as well as estate and gift taxes, basic tax planning, and research.

ACC 593
Accounting Theory
This course focuses on accounting conceptual framework, accounting concepts, standard setting measurement and recognition issues, and characteristics of accounting information.

ACC 595
Capstone Course
This course is an exercise in practical, professional management decision-making and analysis and is intended to re-emphasize to the student the challenges faced by managers who must balance the needs of customers, shareholders, employees, and other stakeholders with ethical and legal considerations. The course requires the student to synthesize and integrate the theory and practice learned from all of the courses in the MBA/ACC curriculum and apply them toward the development of recommended solutions for specific managerial situations found within organizations in the business environment.

Master of Business Administration in E-Business

Virtually all types of businesses can exploit the Internet's power to lower costs, improve efficiency, increase sales and provide better customer service. As a result, demand for professionals who can successfully apply the tools and techniques of e-business are in high demand.

The MBA in E-Business degree prepares graduates for a leadership role in the rapidly expanding area of e-business. The program goes beyond the traditional MBA to focus on the business use of the Internet to vastly increase business profit and productivity. The curriculum provides a framework for strategic e business operations, management and marketing for both business-to-business and consumer models. Students will also gain experience in Web site evaluation and development. In addition, the curriculum explores how the legal, ethical and regulatory environments affect e-business.

This highly marketable degree will provide you with the most up-to-date and relevant knowledge needed to successfully formulate, implement and evaluate global e-business solutions. Total credits required for degree program: 46 credits.

COM 515
Managerial Communication
This course provides new graduate students with an introduction to the graduate-level program and strategies for academic success within the University of Phoenix adult learning model. Topics include oral and written communication and resources; individual and group presentation techniques; electronic research resources; introduction to the purpose and uses of the electronic portfolio; critical thinking, stress, and time management, and Learning Team processes.

ORG 502
Human Relations and Organizational Behavior
This course examines human relations theory and practice through individual, group, and organizational performance. Topics include perspectives on organizational behavior, optimizing individual performance, leadership and power, organizational design and structure, dynamics and change, and improving organizational effectiveness.

LAW 529
Legal Environment of Business
This course prepares the manager to make business decisions within a legal and ethical framework. Topics include the regulatory environment, contracts, business torts, partnerships and corporations, anti-trust, environmental law, employment law, and ethical considerations in business.

MKT 551
Marketing Management
This course develops the marketing principles by which products and services are designed to meet customer needs, priced, promoted, and distributed to the end user. The focus is on the application of these marketing principles to a wide range of customers, both internal and external. Topics include new product/service introduction and segmentation and positioning strategy.

QNT 530
Statistics and Research Methods for Managerial Decision Making
This course focuses on the role of statistics and business research as tools for the manager to use when making planning and operating decisions. The course prepares the manager to be a critical consumer of statistics capable of assessing the validity and reliability of statistics and business research prepared for the manager's use. Topics include research design and data collection, survey design and sampling theory, probability theory, hypothesis testing, and research reporting and evaluating.

MGT 554
Operations Management
This course examines the design and management of internal capacity as it applies to all organizations. It examines the principles and techniques for designing, analyzing, and managing operations processes. It addresses how all operations and behavior components fit together and how to identify and resolve the right problem. Topics include statistical process control, supply chain management, and total quality management.

ECO 533
Economics for Managerial Decision Making
This course develops principles and tools in economics for managers to use in making business decisions. Topics draw from both microeconomics and macroeconomics and include pricing for profit maximization, understanding and moving among market structures, management of business in expansions and recessions, monetary policy, and the new economy. The focus is on the application of economics to operating and planning problems using information generally available to the manager.

ACC 529
Accounting for Managerial Decision Making
This course integrates the principles of financial and managerial accounting to prepare the manager to use accounting to assess and manage the health of the organization. Topics include balance sheet, income statement, statement of cash flows, financial statement analysis, and internal analysis techniques.

FIN 544
Finance for Managerial Decision Making
This course develops the principles of finance and techniques for managers to use in making decisions that add to the financial value of an organization. Topics include working capital management, valuation and investment criteria, capital budgeting analysis, financing and capital structure, and the global transformation.

CIS 564.4
Information Management in Business
This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet. In addition, for each of these areas a management perspective is presented.

EBUS 500.1
E-Business Principles and Practices
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

EBUS 510
E-Business Operations
This course integrates business processes and technology for new and existing organizations conducting e-business. Key business processes included are Enterprise Resource Planning, Customer Relationship Management, Selling Chain Management, Supply Chain Management, e-procurement, and Knowledge Management. These are linked to the appropriate application architecture for different business models.

EBUS 520
E-Marketing Theory and Application
This course examines the theory and application of electronic marketing. In addition to looking at the new marketing mix, which applies the Internet to the traditional marketing functions of product, price, distribution, and promotion, students will gain experience in Web site evaluation and development and determine how different industries can use the tool of the Internet in creating new markets.

EBUS 530
E-Law and Risk Management
This course examines the process of risk management in the multifaceted e-business context. Operational, financial, legal, strategic, and technical aspects of risk management are analyzed. Students will be exposed to emerging and global issues in e-commerce risk management. Each student will prepare a risk management assessment of an existing e-business.

EBUS 540
E-Strategy Formulation and Implementation
This course develops the concept of strategy as applied to the dynamic e-business environment. Students will learn to formulate, implement, and evaluate global e-business solutions. This is the capstone course for the e-business curriculum and integrates strategy and policy formulation, e-business architecture, marketing strategy, and legal and ethical considerations.

EBUS 550
Creating the E-Business

Master of Business Administration in Global Management

The MBA in Global Management program helps current and future global managers gain the specialized skills needed to lead multicultural and multinational work forces. The curriculum is structured with two primary goals in mind: to provide you with a broad-based understanding of the economics of international business operations, and to prepare you for managing human and material resources within various cultural, legal, and political contexts.

Your coursework will emphasize how to balance the needs of shareholders, customers, and employees with local customs and government regulations. You will learn how to identify opportunities and develop alternative courses of action within the limits of the international environment. You will also study legal trends in various regions of the world, macro- and microeconomic issues, and information technology in business systems. Total credits required for degree program: 46 credits.

COM 515
Managerial Communication
This course provides new graduate students with an introduction to the graduate-level program and strategies for academic success within the University of Phoenix adult learning model. Topics include oral and written communication and resources; individual and group presentation techniques; electronic research resources; introduction to the purpose and uses of the electronic portfolio; critical thinking, stress, and time management, and Learning Team processes.

ORG 502
Human Relations and Organizational Behavior
This course examines human relations theory and practice through individual, group, and organizational performance. Topics include perspectives on organizational behavior, optimizing individual performance, leadership and power, organizational design and structure, dynamics and change, and improving organizational effectiveness.

LAW 529
Legal Environment of Business
This course prepares the manager to make business decisions within a legal and ethical framework. Topics include the regulatory environment, contracts, business torts, partnerships and corporations, anti-trust, environmental law, employment law, and ethical considerations in business.

MKT 551
Marketing Management
This course develops the marketing principles by which products and services are designed to meet customer needs, priced, promoted, and distributed to the end user. The focus is on the application of these marketing principles to a wide range of customers, both internal and external. Topics include new product/service introduction and segmentation and positioning strategy.

QNT 530
Statistics and Research Methods for Managerial Decision Making
This course focuses on the role of statistics and business research as tools for the manager to use when making planning and operating decisions. The course prepares the manager to be a critical consumer of statistics capable of assessing the validity and reliability of statistics and business research prepared for the manager's use. Topics include research design and data collection, survey design and sampling theory, probability theory, hypothesis testing, and research reporting and evaluating.

MGT 554
Operations Management
This course examines the design and management of internal capacity as it applies to all organizations. It examines the principles and techniques for designing, analyzing, and managing operations processes. It addresses how all operations and behavior components fit together and how to identify and resolve the right problem. Topics include statistical process control, supply chain management, and total quality management.

ECO 533
Economics for Managerial Decision Making
This course develops principles and tools in economics for managers to use in making business decisions. Topics draw from both microeconomics and macroeconomics and include pricing for profit maximization, understanding and moving among market structures, management of business in expansions and recessions, monetary policy, and the new economy. The focus is on the application of economics to operating and planning problems using information generally available to the manager.

ACC 529
Accounting for Managerial Decision Making
This course integrates the principles of financial and managerial accounting to prepare the manager to use accounting to assess and manage the health of the organization. Topics include balance sheet, income statement, statement of cash flows, financial statement analysis, and internal analysis techniques.

FIN 544
Finance for Managerial Decision Making
This course develops the principles of finance and techniques for managers to use in making decisions that add to the financial value of an organization. Topics include working capital management, valuation and investment criteria, capital budgeting analysis, financing and capital structure, and the global transformation.

CIS 564.4
Information Management in Business
This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet. In addition, for each of these areas a management perspective is presented.

EBUS 500.1
E-Business Principles and Practices
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

GMGT 510
Global Business Organization and Culture
This course examines the organizational and cultural framework within which global business is conducted. Topics include a systems approach to culture, effective communications across cultures, managing diversity, transitions and relocations, and effective leadership.
GMGT 520 External Environment of Global Business
This course explores issues and institutions that affect global business outside the direct control of the organization. Topics include country risk assessment, basis for trade and capital flows, exchange rate determination, international, national, and local organization, regional integration, and conflict resolution of global trade disputes.

GMGT 530
nternal Environment of Global Business
This course examines issues and functions that global business faces within control of the organization. Topics include organizational forms of entry and exit, legal issues, marketing, finance, finance, human resources, and risk management.

GMGT 540
Global Strategy Formulation and Implementation
This course develops strategy for global implementation. Topics include the role of global strategy in the organization, the current state and strategic choices, strategy selection, implementation and control issue, portfolio management, and case analysis.

GMGT 550
Global Management Capstone Course
This course synthesizes all of the global management courses and allows the student to prepare for a global business assignment or create a plan to implement a global business opportunity. Topics include current issues that face the global village of tools and methods of international marketing.

Master of Business Administration in Health Care Management

Total credits required for degree program: 46 credits.

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This course develops the marketing principles by which products and services are designed to meet customer needs, priced, promoted, and distributed to the end user. The focus is on the application of these marketing principles to a wide range of customers, both internal and external. Topics include new product/service introduction and segmentation and positioning strategy.

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EBUS 500.1
E-Business Principles and Practices
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

HCS 530
Health Care Organizations
This course is a comprehensive approach to health care organizations and systems which provides the student with the basic understanding of how health care systems evolved. These topics will include 1) evolution of health care delivery systems 2) health care delivery systems 3) regulatory bodies and governance 4) program development and planning 5) strategic alliances and partnerships 6) population health and demographics

HCS 521
Health Care Infrastructure
This course will be a discussion of the fundamentals of ethical decision-making and legislative issues followed by an examination of current areas. Topics will include: 1) ethical foundations 2) biomedical ethics issues 3) health are jurisprudence 4) legislative impact 5) health policy 6) confidentiality

HCS 584
Quality and Data-Base Management Quality and Data-Base Management
Quantitative decision techniques will be applied to problems commonly found in health care systems. Additionally, this course will cover aspects of quality and accountability in health care. These topics will include: 1)data base decisions 2) statistical applications 3) quality assurance/principles of CQI 4) professional affairs/compliance 5) risk management, pathways, critical incidents 6) outcomes.

HCS 579
Health Care Finance
This course is devoted to practical aspects of finance in health care, examination of recent developments in financial management of health care organizations, and applications of financial management techniques to specific problems facing health care managers. Topics will include 1) health care economics 2) contract negotiation 3) reimbursement methods 4) managed care 5) resource allocation 6) resource management.

HCS 586
Health Care Strategic Management
This capstone course examines the ever-changing nature of this evolving and complex industry with special emphasis on consumer demand, market volatility, and regulatory and fiscal constraints. Topics will include 1) strategic planning 2) environmental analysis 3) organizational structure 4) plan for change implementation 5) budget 6) presentation

Master of Business Administration in Technology Management

Whether you are involved in the development, management, or marketing of technology, the MBA in Technology Management program will teach you how to meet the unique challenges of the ever-changing technology industry. The most successful organizations will continue to employ managers, engineers, designers, and systems analysts who can interpret business plans as easily as schematic drawings.

Your studies will focus on the new strategies, special management tactics, and organizational processes that are being adopted by corporations today. You will learn the specific concepts, methodologies, and tools that will assist you in managing complex technology projects and programs. In addition, you will study various decision-making techniques, the skills involved in strategic planning and financial analysis, and the principles of market research. The problems and opportunities faced by global organizations will also be discussed. Total credits required for degree program: 46 credits.

COM 515
Managerial Communication
This course provides new graduate students with an introduction to the graduate-level program and strategies for academic success within the University of Phoenix adult learning model. Topics include oral and written communication and resources; individual and group presentation techniques; electronic research resources; introduction to the purpose and uses of the electronic portfolio; critical thinking, stress, and time management, and Learning Team processes.

ORG 502
Human Relations and Organizational Behavior
This course examines human relations theory and practice through individual, group, and organizational performance. Topics include perspectives on organizational behavior, optimizing individual performance, leadership and power, organizational design and structure, dynamics and change, and improving organizational effectiveness.

LAW 529
Legal Environment of Business
This course prepares the manager to make business decisions within a legal and ethical framework. Topics include the regulatory environment, contracts, business torts, partnerships and corporations, anti-trust, environmental law, employment law, and ethical considerations in business.

MKT 551
Marketing Management
This course develops the marketing principles by which products and services are designed to meet customer needs, priced, promoted, and distributed to the end user. The focus is on the application of these marketing principles to a wide range of customers, both internal and external. Topics include new product/service introduction and segmentation and positioning strategy.

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This course focuses on the role of statistics and business research as tools for the manager to use when making planning and operating decisions. The course prepares the manager to be a critical consumer of statistics capable of assessing the validity and reliability of statistics and business research prepared for the manager's use. Topics include research design and data collection, survey design and sampling theory, probability theory, hypothesis testing, and research reporting and evaluating.

MGT 554

Operations Management
This course examines the design and management of internal capacity as it applies to all organizations. It examines the principles and techniques for designing, analyzing, and managing operations processes. It addresses how all operations and behavior components fit together and how to identify and resolve the right problem. Topics include statistical process control, supply chain management, and total quality management.

ECO 533
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This course develops principles and tools in economics for managers to use in making business decisions. Topics draw from both microeconomics and macroeconomics and include pricing for profit maximization, understanding and moving among market structures, management of business in expansions and recessions, monetary policy, and the new economy. The focus is on the application of economics to operating and planning problems using information generally available to the manager.

ACC 529
Accounting for Managerial Decision Making
This course integrates the principles of financial and managerial accounting to prepare the manager to use accounting to assess and manage the health of the organization. Topics include balance sheet, income statement, statement of cash flows, financial statement analysis, and internal analysis techniques.

FIN 544
Finance for Managerial Decision Making
This course develops the principles of finance and techniques for managers to use in making decisions that add to the financial value of an organization. Topics include working capital management, valuation and investment criteria, capital budgeting analysis, financing and capital structure, and the global transformation.

CIS 564.4
Information Management in Business
This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented of information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet. In addition, for each of these areas a management perspective is presented.

EBUS 500.1
E-Business Principles and Practices
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

TMGT 578
Strategy Formulation and Implementation
This course introduces the principles and tools for managerial use in the development, implementation, and review of strategy for organizations. Topics include internal and external environmental analysis; value, competition, and strategic choice; strategic positioning; and implementation and control issues.

TMGT 510
Project Management in the Technology Environment
This course presents project management concepts, methodologies, and tools that assist in effectively managing complex, inter-functional technology development projects and programs. The course casts the project manager in the role of systems integrator, and focuses on the need for leadership, teamwork, and organizational skills. Important performance parameters for planning, cost control, scheduling and productivity are introduced and are accompanied with discussions on traditional and state-of-the-art tools and systems.

TMGT 540
Management of Research and Development and Innovation Processes
This course explores the role of Research and Development (R&D) as a means to provide future survival and growth for the organization as the lifecycle of existing products and/or services matures to obsolescence. Also introduced are techniques used to stimulate and manage innovation in the workplace.

TMGT 550
Technology Transfer in the Global Economy
This course introduces the student to the concept of multinational enterprises and the role of technology in the strategic management of these enterprises. This course focuses on opportunities to utilize technology transfer within a global business to meet the goals of the strategic plan.

TMGT 590
Applications of Technology Management
This is an integrative course and the capstone for the MBA/TM. The outcome is to apply a range of skills from the individual courses preceding this course by developing a business model for a new venture of the student's choosing. The course will require students to differentiate between the entrepreneur process and the entrepreneur process when contemplating their new venture.

Master of Science in Computer Information Systems

The nature of information technology makes it crucial for companies to retain employees who have the most current tools at their disposal. The Master of Science in Computer Information Systems program is designed to improve your technical knowledge and skills, allowing you to keep pace with the ongoing computer revolution.

The subjects covered in the curriculum range from configuration management and ISO 9000 to fair-use practices and outsourcing. You will learn how to get desired results in a variety of CIS environments: mainframe/legacy systems, PC's and workstations, Intranets and the Internet, as well as LAN's and WAN's. You will also study the effects of technology on communication, successful project and programming management, the legal and ethical issues confronting information managers, and all aspects of information technology security. Total credits required for degree program: 45 credits.

COM 515
Managerial Communication

This course provides new graduate students with an introduction to the graduate-level program and strategies for academic success within the University of Phoenix adult learning model. Topics include oral and written communication and resources, individual and group presentation techniques, electronic research resources, introduction to the purpose and uses of the electronic portfolio, critical thinking, stress and time management, and Learning Team processes.

ORG 502
Human Relations & Organizational Behavior

This course examines the human relations theory and practice through individual, group, and organizational performance. Topics include perspectives on organizational behavior, optimizing individual performance, leadership and power, organizational design and structure, dynamics and change, and improving organizational effectiveness.

LAW 529
Legal Environment of Business

This course prepares the manager to make business decisions within a legal and ethical framework. Topics include the regulatory environment, contracts, business torts, partnership and corporations, anti-trust, environmental law, employment law, and ethical considerations in business.

ACC 529
Accounting for Managerial Decision Making

This course integrates the principles of financial and managerial accounting to prepare the manager to use accounting to assess and manage the health of the organization. Topics include balance sheet, income statement, statement of cash flows, financial statement analysis, and internal analysis techniques.

CSS 561
Programming Concepts

This course covers the basic concepts of computer programming. Topics include program structure and syntax, documentation, input/output, constants and variables, calculations, logic structures, control structures, arrays, file access, and design considerations. The purpose of this course is to insure that managers have experience with computer programming in order to make more informed "build vs. buy" software decisions. The course uses *C++*.

CMGT 555
Systems Analysis & Development

This course provides a solid background in analysis and design techniques for business system and application software development. Although Systems Development Life Cycle (SDLC) is fundamental to the course, other methodologies and tools are examined from a managerial perspective. The course uses *Microsoft Visio*.

CMGT 575
CIS Project Management

This course addresses the processes and skills needed for successful project management in the computer information systems and technology environment of business. Topics include project scoping, estimating, scheduling, budgeting, tracking, and controlling. The course uses *Microsoft Project*.

CMGT 576
Programming Management

This course provides an understanding of programming environments from a managerial perspective. COBOL, C/C++, Java, Visual Basic, HTML, XML, and JavaScript are compared and contrasted. Advantages and disadvantages of various languages are analyzed in business and technical applications.

CSS 558
Database Concepts I

This course examines database concepts from a business perspective. Topics include data analysis, the principal data models with emphasis on the relational model, entity-relationship diagrams, logical design, data administration, and normalization. The course emphasizes organizing data resources within a business enterprise from a managerial perspective. The course uses *Microsoft Visio*.

CSS 559
Database Concepts II

This course continues the subject of CSS 558, Database Concepts I. The course focuses on database management systems from a business managerial perspective. MS Access, Oracle, DB2, and SQL Server are compared and contrasted. Emphasis is placed on developing a strategy for managing and organizing corporate data, including data warehousing, to support the business activities of the organization. The course uses *Microsoft Access* and simulations of *Oracle* software.

TCM 537
Networks/Data Com I

This course provides an overview of the organization and management of the broad and evolving field of telecommunications, including both voice and data communication. Standards, architectures, topologies, and media for both traditional and high-speed local area networks are described. Networking operating systems and

management are included. The course uses simulations of *UNIX* and *Microsoft Windows* software.

TCM 538
Networks/Data Com II

This course continues the subject of TCM 537, Networks/Data Com I. Key principles and components required to support enterprise-wide networking, including wide area networks and wireless, are described. The computer network is described and evaluated as part of an organization's strategic plan. The Open Systems Interconnection model is emphasized. The course uses simulations of *UNIX, Microsoft Windows,* and *Cisco* software.

CMGT 585
CIS Risk Management and Strategic Planning

This course provides the knowledge and skills to develop effective short, intermediate, and long- range strategic information systems plans. Information technology security and disaster recovery plans are also examined.

Master of Science in Nursing

The Master of Science in Nursing program is designed to develop and enhance the knowledge and skills of registered nurses. It is also designed for those nurses who want to pursue more advanced positions in today's challenging health care environment. The program blends nursing theory with advanced practice concepts necessary to successfully work within the structure, culture, and mission of any size health care organization or educational setting.

The program consists of three major areas: the core, the major, and the cognate. The core courses focus on three major areas: the theory of Nursing, ethical Nursing issues, and the influence of Nursing research on the advanced practice of Nursing. The major includes advanced course work in Nursing: management of families and aggregates, administration, and education. The cognate includes course work concerning today's health care environment: health care infrastructure, health care finance and data based decision-making. Total credits required for degree program: 39 credits.

Tuition for this program is $400.00 per credit.

HCS 501
Introduction to Graduate Nursing Studies
Students are introduced to the basic knowledge and skills needed to be successful during their graduate program at the University of Phoenix. Course content emphasizes professional roles, the University's learning model, program policies and procedures, academic and ethical standards, oral and written communication skills, group dynamics, and study skill resources.

HCS 520
Health Care Infrastructure
Central concepts related to health care regulation, economics, and politics are analyzed. Students interpret the impact of legal and regulatory requirements on the process of decision making in health care. The role of economics in driving health care reform and use of alternative health care systems is critically evaluated.

HCS 581.3
Change, Negotiation, and Conflict Resolution in Health Care
Organizational behavior, total quality management, change theory, and team building application of implementing change, negotiation, and managing conflict in an ever-changing health care environment are examined. This course also addresses empowerment, shared governance, and problem-solving/negotiation models.

HCS 582
Health Care Finance
Students are presented with the financial aspects of management across health care settings. They examine the financial issues in delivery models in such areas as managed care and explore techniques of cost/benefit ratio, critical path, and productivity analysis. Staffing and case mix, regulatory impacts, and financial interaction with resource allocation are included.

HCS 583
Data-Based Decision Making
The focus of this course is on providing students with the comprehensive knowledge and skill base necessary for making data-based decisions. Methods of critical evaluation of data needed to support project planning, implementation, and evaluation will be emphasized. Students will address concerns in the professional work setting by using guidelines for analysis and evaluation of research reports and strategies for outcome measure development. This course builds on the utilization of baccalaureate education of research and statistical concepts.

NUR 515.3
Advanced Nursing Theory
The critical analysis of concepts, models, and theories basic to the development, analysis, and utilization of nursing knowledge is the focus of this course. Students explore the implications and evaluate the variety of ways to organize nursing knowledge and examine the use of nursing knowledge in professional environments.

NUR 517
Research Methods
This course focuses on the refinement of the ability to critically analyze and evaluate nursing research. Through exploration of nursing research methods, the findings of research are examined for their use in evidence-based nursing practice. Ethical issues in research and the value of nursing and health care research are explored in order to advance the integrity of nursing practice.

NUR 540
Advanced Nursing Management: Individuals and Families
The management of individual and family health in relationship to theoretical concepts and the current managed health care environment are analyzed. Students integrate the cultural, socioeconomic, ethnic, and related health beliefs that influence the approach to family interactions by nurses and health professionals.

NUR 543
Advanced Nursing Management: Communities
The theory and role of nurses working with aggregates, including assessing communities through use of epidemiological methods such as defining, prioritizing health problems, and developing proposals for resolution of diagnosed problems are analyzed.

NUR 576
Ethical Issues in Nursing
Ethical theories and principles and decision-making models in nursing are the focus of this course.
Students evaluate client- and organization-related situations and determine appropriate action within an ethical framework. Implications of decisions are discussed in relation to legal, economic, environmental, technological, and cultural issues.

NUR 584
Dynamics of Management in Nursing
Students are provided with opportunities to critically analyze leadership and management in nursing in this course. Through a clinical application project, students will develop strategies to facilitate professional practice and human resource functions in health care organizations.

NUR 586.3
Curriculum Development and Program De sign
Theories and models for conducting needs assessments, developing curricula, and designing programs in nursing and health care are the focus of this course. Students develop an educational program utilizing instructional design methodology and appropriate teaching methods and learning resources.

NUR 590
A & B Nursing Practicum
The design of this course is to provide students with opportunities to integrate and apply previously learned knowledge and skills in a 60-hour practicum. Students develop specific learning objectives that are approved by faculty and are achieved as a result of placement with a mentor in an appropriate nursing setting.

NUR 598
Research Utilization Project
This is a graduate-level research course that focuses on utilization of a body of scientific knowledge in the practice setting. The student will develop a research proposal based on problems identified in nursing practice, evaluate the relevance of existing research, set forth a plan for implementation, and identify evaluation criteria to measure the outcomes of the research implemented.

MSN/MBA/HCM

The MSN/MBA/HCM program is designed to provide nurses with a unique blend of advanced nursing and business management skills needed to manage today's innovative health care delivery systems. The program combines essentials from both degree programs to provide students with the knowledge and skills necessary to enhance and support patient services. The MBA/HCM program emphasizes the identification, analysis, and solution of complex management problems that require technical understanding and balanced decision making. Although a functional knowledge of accounting, finance, and management underlies the program, equal attention is given to the development of report writing, oral reporting, and group process skills. 61 Credits

Tuition for this program is $400.00 per credit for MSN courses, and $505.00 per credit for MBA/HCM courses.

COM 515
Managerial Communication
This course provides new graduate students with an introduction to the graduate-level program and strategies for academic success within the University of Phoenix adult learning model. Topics include oral and written communication and resources; individual and group presentation techniques; electronic research resources; introduction to the purpose and uses of the electronic portfolio; critical thinking, stress, and time management; and Learning Team processes.

ORG 502
Human Relations and Organizational Behavior
This course examines human relations theory and practice through individual, group, and organizational performance. Topics include perspectives on organizational behavior, optimizing individual performance, leadership and power, organizational design and structure, dynamics and change, and improving organizational effectiveness.

LAW 529
Legal Environment of Business
This course prepares the manager to make business decisions within a legal and ethical framework. Topics include the regulatory environment, contracts, business torts, partnerships and corporations, anti-trust, environmental law, employment law, and ethical considerations in business.

MKT 551
Marketing Management
This course develops the marketing principles by which products and services are designed to meet customer needs, priced, promoted, and distributed to the end user. The focus is on the application of these marketing principles to a wide range of customers, both internal and external. Topics include new product/service introduction and segmentation and positioning strategy.

QNT 530
Statistics and Research Methods for Managerial Decision Making
This course focuses on the role of statistics and business research as tools for the manager to use when making planning and operating decisions. The course prepares the manager to be a critical consumer of statistics capable of assessing the validity and reliability of statistics and business research prepared for the manager's use. Topics include research design and data collection, survey design and sampling theory, probability theory, hypothesis testing, and research reporting and evaluating.

MGT 554
Operations Management
This course examines the design and management of internal capacity as it applies to all organizations. It examines the principles and techniques for designing, analyzing, and managing operations processes. It addresses how all operations and behavioral components fit together and how to identify and resolve the right problem. Topics include statistical process control, supply chain management, and total quality management.

ECO 533
Economics for Managerial Decision Making
This course develops principles and tools in economics for managers to use in making business decisions. Topics draw from both microeconomics and macroeconomics and include pricing for profit maximization, understanding and moving among market structures, management of business in expansions and recessions, monetary policy, and the new economy. The focus is on the application of economics to operate and plan problems using information generally available to the manager.

ACC 529
Accounting for Managerial Decision Making
This course integrates the principles of financial and managerial accounting to prepare the manager to use accounting to assess and manage the health of the organization. Topics include the balance sheet, income statement, statement of cash flows, financial statement, and internal analyses techniques.

FIN 544
Finance for Managerial Decision Making
This course develops the principles of finance and techniques for managers to use in making decisions that add to the financial value of an organization. Topics include working capital management, valuation and investment criteria, capital budgeting analysis, financing and capital structure, and the global transformation.

Information Management in Business
CIS 564.4
This course introduces the fundamentals of computer systems and the role of information processing in today's business environment. An overview is presented on information systems, systems development, operating systems and programming, database management, networking and telecommunications, and the Internet. In addition, for each of these areas a management perspective is presented.

E-Business Principles and Practices
EBUS 500.1
This course introduces the model for conducting business-to-business and business-to-consumer electronic transactions. Topics include the application of e-business strategic management, how to leverage technology to enhance business processes, the unique characteristics of e-marketing, and how the legal, ethical, and regulatory environments act as a filter for conducting e-business.

Health Care Organizations
HCS 530

This course is a comprehensive approach to health care organizations and systems which provides the student with the basic understanding of how health care systems have evolved. These topics will include 1) evolution of health care delivery systems 2) health care delivery systems 3) regulatory bodies and governance 4) program development and planning 5) strategic alliances and partnerships and 6) population health and demographics.

HCS 521
Health Care Infrastructure
This course will be a discussion of the fundamentals of ethical decision making and legislative issues followed by an examination of current areas. Topics will include: 1) ethical foundations 2) biomedical ethics issues 3) health are jurisprudence 4) legislative impact 5) health policy and 6) confidentiality.

HCS 584
Quality and Database Management
Quantitative decision techniques will be applied to problems commonly found in health care systems. Additionally, this course will cover aspects of quality and accountability in health care. These topics will include: 1) database decisions 2) statistical applications 3) quality assurance/principles of CQI 4) professional affairs/compliance 5) risk management, pathways, critical incidents and 6) outcomes.

HCS 579
Health Care Finance
This course is devoted to the practical aspects of finance in health care, examination of recent developments in financial management of health care organizations, and applications of financial management techniques to specific problems facing health care managers. Topics will include 1) health care economics 2) contract negotiation 3) reimbursement methods 4) managed care 5) resource allocation and 6) resource management.

HCS 586
Health Care Strategic Management
This capstone course examines the ever-changing nature of this evolving and complex industry with special emphasis on consumer demand, market volatility, and regulatory and fiscal constraints. Topics will include 1) strategic planning 2) environmental analysis 3) organizational structure 4) plan for change implementation 5) budget and 6) presentation.

NUR 515.3

Advanced Nursing Theory
This course focuses on the critical analysis of concepts, models, and theories basic to the development, analysis, and utilization of nursing knowledge. Students evaluate the variety of ways to organize nursing knowledge, and explore the implications of their application. Through the clinical application of the course, students examine the use of theory and nursing knowledge in professional environments.

NUR 517
Research Methods
This course focuses on the refinement of the ability to critically analyze and evaluate nursing research. Through exploration of nursing research methods, the findings of research are examined for their use in evidence-based nursing practice. Ethical issues in research and the value of nursing, and health care research are explored in order to advance the integrity of nursing practice.

NUR 541
Advanced Nursing Theory: Individuals and Families
This course analyzes the management of individual and family health in relationship to theoretical concepts and the current managed health care environment. Students integrate the cultural, socioeconomic, ethnic, and related health beliefs that influence the approach to family interactions by nurses and health professionals. This course builds on the baccalaureate nursing education of delivering nursing care to individuals and families. Students will use the course concepts in a clinical application project. 16 clinical hours

NUR 543
Advanced Nursing Theory: Communities
In this course, students analyze the theory and role of nurses working with aggregates including assessing communities through use of epidemiological methods, defining, prioritizing health problems; and developing proposals for resolution of diagnosed problems. Course content is designed to build on baccalaureate education to further promote critical thinking skills necessary to perform autonomously in community health environments. Students will use the course concepts in a clinical application project. 16 clinical hours

NUR 586.3
Curriculum Development and Program Design
This course focuses on the theories and models for conducting needs assessments, developing curriculum, and designing programs for nursing and health care. Students have an opportunity to develop a program utilizing instructional design methodology and appropriate teaching methods and learning resources.

NUR 590AB
Nursing Practicum
This course allows students to apply what they have learned in their program through a 60-hour practicum. Students develop specific learning objectives, which they are able to achieve as a result of placement with a preceptor in a variety of nursing settings. (has prerequisite of 21 completed graduate credits)

Doctor of Management in Organizational Leadership

The Doctor of Management in Organizational Leadership program offers professionals who hold a master's degree an opportunity to explore the dynamics of organizational leadership from the perspective of both conventional and emergent thinking. The curriculum goes beyond the traditional study of management to focus on the broader objective of leadership in social, political and economic contexts. It creates a perfect opportunity for mid-career professionals to refresh and recreate their commitment to the tasks required of organizational leaders.

Over the course of your studies, you will think deeply about the current state of organizations and their leadership. You will create new ideas and new possibilities for organizations that challenge the conventional wisdom and status quo. And you will contribute to a more responsive model of leadership through a personal project that adds to our understanding of leadership dynamics or illuminates a solution to a pressing organizational problem. Upon successful completion of this doctorate, you will possess the knowledge, skills and confidence you need to successfully take the lead in today's complex, rapidly changing world. Total credits required for degree program: 60 credits.

Catalytic Leadership and Group Process: A Skillshop
LDR 700R
This course looks at group dynamics and how leadership requires altered behavior from each participant in the process. The course is a hands-on interpersonal experience that offers each learner an opportunity to assess and be assessed in situations that call for personal initiative.

Finding Your Passion: Thinking About and Designing Your Doctoral Project
DOC 700R
This course helps learners articulate their specific goal. Learners begin to focus their intellectual efforts in a way that integrates their motivation for participating in the program with a specific, personally meaningful outcome.

Learning Leader Journal Orientation
DOC 791OR
This orientation introduces the Learning Leader Journal. The Journal is a personal account of the individual's experience and reflections on leadership theory integrated with personal experience. It is a running commentary with twice-weekly entries that span the first two years of the program. It is reviewed to help the learner focus on key aspects of their development and the personal meaning of the lessons learned.

A Philosophy of Knowledge
DOC 701
This course surveys the idea of knowledge—what we consider known and knowable. The course will help learners understand the purpose of inquiry and the wide spectrum of intellectual resources available to them. Learners will also consider how they can create a personal contribution to the organizational world.

Inventing the World: How We Construct Meaning
DOC 702
The world is an amalgam of our beliefs, senses, interpretations, relationships, wants and needs. Learners will examine the way they construct their world—what it means and what is meaningful—and how this analysis can influence their leadership behavior and explain their leadership style.

Organizational Theory: The Structural Conventions of the Industrial Paradigm
ORG 700
This course is a survey of current theory and research on organizations. Learners are expected to demonstrate an understanding of the utility and influence of organizational structures. In addition, this course will look at the history of organizational theory and its resultant influence on human behavior and interpersonal relationships in the industrial era. This course also explores the implications of the emergent post-industrial era.

Learner-Led Seminar I
DOC 793R
This learner-led seminar is based on the learner's research, reading and preliminary search for a Doctoral Project. While it is a presentation of significant learning, it is also an exploratory work in progress.

Leadership Theory: The Human Conventions of the Industrial Paradigm
LDR 701
This course surveys leadership theory with a focus on leadership thinking in the 20th century. While theories abound, learners pursue the creation of an integrative theory and attempt to redefine the concept of leadership while accounting for emerging societal changes.

Elective
ELEC 701
To complete the degree, two electives are required. Electives cover at least one of the four domains— intra/interpersonal, group, organizational, or societal — in relation to one or more of the following fields: management, organization, and leadership.

Learning Leader Journal I
DOC 791
The Learning Leader Journal is reviewed and evaluated prior to Residency Two for the purpose of helping the learner focus on key aspects of their development.

The Essence of Leadership: Communicating, Team Building and Coaching
LDR 751R
This experience exposes learners to an environment that requires the application of communication, team building,

and coaching skills. This residential course helps the learner integrate theory and behavior and assess their personal readiness
to engage in the leadership act.

**Group and Individual
Renewal
LDR 704R**
All social systems, like other systems, face wear and tear that tend to diminish their capacity to live up to their ideals, expectations, and good intentions. This course studies the issue of group and individual renewal from the perspective that these needs are necessary to further the long-term interests of the organization. The position is taken that leaders have the responsibility of making renewal happen, formulating a gauge to know when it is necessary, and establishing a process to make it happen.

**Getting Focused
DOC 790R**
In this course, learners begin thinking in more concrete terms about their Doctoral Project. The course helps orient learners to the Doctoral Project writing process and their learning objectives.

**How to Choose a Doctoral
Project Mentor
DOC 795R**
This course helps each learner choose an individual faculty member who will serve as a mentor during creation of the Doctoral Project.

**The Mind of the Manager/The Mind of the Managed
DOC 793R**
This learner-led seminar is based on the learner's research, reading, and preliminary search for a Doctoral Project. While it is a presentation of significant learning it is also an exploratory work in progress.

**Leadership Theory: The Human Conventions of the
Industrial Paradigm
MGT 700**
This course is an exploration of the mindset and psychological framework of managers/bosses in conventional organizations and its complement among subordinates/followers.

**Distant Voices: Unconventional Wisdom and the Anti-
Establishment Challenge
MGT 701**
Not everyone is convinced of the wisdom of capitalism or conventional organizational structures and leadership. Unconventional wisdom is explored from perspectives of utopians, idealists, romantics, reformers, and socialists. This exploration includes a survey of psychological profiles of organizational failures, the counter-dependent, the troublemakers and misfits, and what these profiles tell us about our organizations.

**Organizations and Systems Thinking: The Web of
Inclusion
ORG 701**
This course helps us conceptualize the interrelationships of all things and focus on the aspects of our world that

influence our organizations. This course introduces the lexicon of systems thinking terms and tools to help us see the organization as a very dynamic whole.

**Learner-Led Seminar II
DOC 794R**
This learner-led seminar running is based on the individual's research, reading, and preliminary search for a Doctoral Project. While it is a presentation of significant learning it is also an exploratory work in progress.

**The Moral and Social Responsibility of Leadership
LDR 703**
Learners explore the nature of the leadership role in contemporary organizations and determine the responsibilities of leadership in the broad social arena. Ethical, moral, and philosophical issues are explored as they relate to the leader's relationship to the organization's stakeholders.

**Finding What You're Looking For and Knowing When
You've
Found It: Appropriate Research Methods
DOC 797**
This course helps learners design the process for completion of their Doctoral
Project. Satisfactory completion of this course is achieved when the learner prepares a Doctoral Project plan to be submitted to their doctoral committee.

**Learning Leader Journal II
DOC 792**
The Learning Leader Journal is reviewed and evaluated for the second time, for the purpose of helping the learner focus on key aspects of their development.

**Finalizing the Design of the Doctoral Project
DOC 796R**
At the end of this residency each learner should have developed the specific plan for his or her Doctoral Project. The student's Doctoral Project plan will be submitted to his or her committee for preliminary approval.

**Elective
ELEC 702**
This is the second of two electives required for the degree. To complete the degree, two electives are required. Electives cover at least one of the four domains—intra/interpersonal, group, organizational, or societal — in relation to one or more of the following fields: management, organization, and leadership.

**Doctoral Project Research/Writing
DOC 798**
The learner/mentor relationship is fully developed during this process. The learner engages in research and writing according to the requirements of his or her proposal.

**Preparing the Doctoral Project
DOC 799**
During this mentor-guided course, the learner prepares their Doctoral Project and public workshop. There is no coursework during this research period. Length may vary.

New Degree Programs and Coming Soon

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