

Business Administration (BADM)

The major in Business Administration provides a foundation of basic managerial skills and an overview of the organization. Students are introduced to the values, problems, and priorities of management in business organizations. Business Administration majors seek to provide 1) theory of an organization as an integrated system, 2) analytical tools useful for decision making, and 3) an introduction to the functional activities of an organization: production, marketing, finance, and accounting. In developing basic managerial skills, a business administration major will also advance the skills of inquiry, critical thinking and communication that are central to a liberal education.

The major is scheduled in seven-week courses over 70 weeks, totaling 40 semester hours. The curriculum will be distributed in a series of Learner Guides, with detailed assignments for each week. Students are expected to spend 10-20 hours per week in preparation.

Major requirements for a B.A. in Business Administration

Required semester hours

40 sh

Required core courses

BADM 3100, 3300, 3500 or 3700, 3900, 4100, 4400; BADM 4200 or ISIT 3030; ORG 3034, 4074, 4094, 4120

Minor requirements in Business Administration

Required semester hours

22 sh

Required core courses

BADM 3100, 3300, 3900, 4100 4200; Select one from ORG 3034, 4074, 4094, 4120

Course descriptions for ORG courses may be found under the Organizational Management and Leadership major.

GESAL Designates a course that fulfills all or part of a General Education (G.E.) requirement for the B.A. ; see the General Education portion of the School of Professional Studies section of this catalog for more information.

3100 Principles of Macro and Micro Economics (4 sh) GESAL

Focus on macro (external) and micro (internal) environments of business, and monetary and fiscal policy as applied to interest rates, growth, income and prices. The expanding role of the international economy is discussed. The ethics of business and governmental policymaking are examined.

3300 Principles of Financial Accounting (4 sh)

This course introduces the study of generally accepted accounting principles and techniques for measurement and reporting of financial information in a balance sheet, income statement and statement of cash flows. This will involve developing an understanding of the accounting cycle, transaction analysis, debits and credits, financial reporting concepts and internal control. Ethical implications of accounting decisions will also be considered.

3500 Principles of Managerial Accounting (2 sh)

This course introduces managerial accounting concepts that are relevant to decision-making. Topics include theory and practice of job cost and unit cost accounting, including job order, process

and standard costing systems, variance analysis, direct and indirect costs, and budgeting. Prerequisite: BADM 3300.

3600 Digital and Social Media Marketing (4 sh)

This course will provide a survey of digital marketing tools and how they advance or hinder the goals of effective marketing. Students will engage in a detailed analysis of the various strategies used in digital marketing and assess their effectiveness in reaching the goals. Analysis will be from the vantage point of both the marketer and the consumer. In the course of these analyses, students will become familiar with the common vernacular and critical considerations needed for analyzing and applying digital marketing approaches. The course is designed to get students to think like a digital marketing professional, and to provide experiences with industry relevant digital and social media marketing tools.

3610 Digital Marketing Analytics (4 sh)

This course provides an in-depth study of how to analyze digital marketing strategies to increase web traffic flows, enhance visibility, consumer satisfaction and response rates. The course will also provide a study of web analytics technology and how businesses and organizations may use the technology to measure website traffic, enhance business presence, and conduct market research. In addition, the course will cover cost-benefit analysis, website design, search engine optimization (SEO), search engine marketing (payper-click), Google Analytics, social media analytics, monitoring and strategy, and website usability and analytics

3700 International Business (4 sh) GESAL

This is a course designed to introduce students to international business and the role of multinational corporations (MNC) in today's global economy. The course will address international business issues that need to be understood by managers of organizations with worldwide operations and/or plans to commence foreign operations. The course focuses on, international business issues such as; political, cultural, social, legal, economic, financial, trade and investment, regional trading blocks, role of nation state, and multinational institutions. By the end of the course, students should gain a global perspective and be aware of the potential of international business in today's fast changing competitive business environment.

3900 Business Law (2 sh)

An introduction to the foundational concepts in business law. Fundamental legal understanding of our system of federalism and state law, government regulation of business, and an overview of the principles underlying the formation of contracts (including general contracts and those for the sale of goods), torts, negligence and strict liability and the various forms of business organization common in the United States.

3910 Topics in Business Administration (1-4 sh)

Intensive investigation of a selected topic in Business Administration offered from time to time at the discretion of the School of Adult Learning.

4100 Foundations of Finance (4 sh)

This course covers the concepts and techniques of financial management with an emphasis on for profit corporate entities. The major focus of this course will be on valuation techniques, project analysis, the effects of markets on rate structure, and corporate financial structure. Specific topics include the time value of money, discounted cash flow techniques, internal rates of return, management of working capital, financial analysis, capital budgeting, capital structure, cost of capital, dividend policy and valuation techniques. The course will also cover acquisition and allocation of short and long-term capital. While highly quantitative in nature,

this course stresses problem-solving processes, specifically in a financial context. Included in this, especially in light of North Park's Christian heritage, we will explore how ethical considerations have affected financial decision-making and theory throughout history.

Prerequisite: BADM 3300, 3500.

4200 Production Management (4 sh)

Objective, constraints and processes, associated with the efficient production of goods and services. Analytical models and methods, facilities design and the design of control systems for production operations are presented. Process and systems analysis, capacity, design, inventory planning and control, queuing theory, and network models are all included in the production management science. Student must complete an undergraduate statistics course or pass proficiency testing. Prerequisite: GS 1490.

4400 Strategic Management (4 sh)

Provides a capstone experience for the business administration and organizational and management and leadership major. As such it will summarize and synthesize the various disciplines of management and will assist the student in creating a strategic future for the (business) organization. The course will examine the key dimensions of strategic management: mission determination, environmental scanning, organizational analysis, strategy selection and organizational implementation. Students will complete a summary project requiring individual and team research, quantitative data gathering and qualitative analysis in service of creating a new direction for an existing organization. Throughout, the ethical dimensions of decision-making and implementation will be emphasized. The course will allow students to apply the lessons of strategic thinking to their own career direction.

4910 Independent Study in Business Administration (1-4 sh)

Advanced independent research.

4970 Internship in Business Administration (1-8 sh)

An assignment in a business institution other than the current employer in which reflective experience is the goal. Interested students who have completed 20 hours or more in the major should apply to their academic advisor.

Counseling Psychology (CPSY)

The major in counseling psychology provides a foundation for the application of psychological principles to personal, social, and organizational problems. Theory and research related to normal human development, etiology of mental health problems, and ethical standards of the psychology profession are discussed. Emphasis is on interaction with clients in professional settings, such as human services and social services agencies or the corporate workplace. Major principles and methods which address social and counseling issues are applied to diverse populations. This major alone does not prepare students to function as counselors, therapists or psychologists. Rather, students develop the necessary skills to assume entry-level positions in a variety of settings such as government, private human service agencies, mental health organizations, business, and industry.

Major requirements for a B.A. in Counseling Psychology

Required semester hours

36 sh

Prerequisite and supporting courses

GS 1050

Required core courses

CPSY 2010, 3020, 3040, 3800, 4040, 4060, 4070, 4120, 4400

Minor requirements in Counseling Psychology

Students are required to meet the Introduction to Psychology requirements prior to enrolling in the minor. The minor includes the following courses for a total of 20 sh. The minor reflects counseling psychology principles as they are applied to adults within social service or organizational settings.

Required semester hours

20 sh

Required core courses

5 courses taken from the following: CPSY 2010, 3020, 3030, 3800, 4050, 4060, 4070, 4120, 4130.

GESAL Designates a course that fulfills all or part of a General Education (G.E.) requirement for the B.A. or degree; see the General Education portion of the School of Professional Studies section of this catalog for more information.

2010 **Research Methods and Design (4 sh)**

Designed to expose the student to how the scientific enterprise is applied to research on human development. A three-pronged focus includes research design, data collection, and the use of statistics in the analysis and interpretation of data.

3020 **Lifespan Development (4 sh)**

Surveys physical, cognitive, social, moral and emotional development across the human lifespan. The course incorporates theories, methods, and research with both children and adults. Identifies moral/ethical issues and encourages the student to reflect on how such issues apply to his or her own life experiences.

3040 **Psychobiology (4 sh)**

Introduces the student to the field of psychobiology. Specific content will include basic concepts, major theoretical viewpoints, and research findings relating to a variety of topics, such as the

structure and function of neurons, the anatomy of the nervous system, lateralization and language, sleep, the regulation of internal body states, emotional behaviors and stress, and recovery from brain damage.

3800 **Principles of Counseling Diverse Populations (4 sh)**

Application of principles and methods which address social issues and problems related to diverse populations. Topics addressed may include law and justice, health and health care, education, and inter-group relations. Engages the student in the applications of principles and methods of counseling and social services. The student develops abilities in the areas prevention and social level interventions. Systemic and ecological theories of human behavior as they pertain to the individual and community will be discussed. The student will develop skills in interviewing, assessment, and evaluation with diverse populations.

4050 **Human Sexuality (4 sh) GESAL**

Consideration of human sexuality from biological, psychosocial, behavioral, cultural, and religious perspectives. Particular emphasis on psychosexual development throughout the human life cycle. Critical attention given on problems and solutions that significantly affect persons and social groups.

4040 **Psychology of Religion (4 sh) GESAL**

This course provides an overview of psychology's attempt to describe and understand the religious experiences of individuals. Content of the course includes: the history of the relationship between psychology and religion; an overview of the psychological research on the study of religion; major theoretical perspectives that psychology has employed in the study of religion; and the manner in which cultural context impacts the expression of religious beliefs and practices.

4060 **Personality (4 sh)**

Study of traditional and contemporary personality theory, with emphasis on theory, research methods, and assessment. Consideration of the development of personality and of whether it can or does change across the lifespan, and a critical appraisal of key personality theories from developmental and other perspectives.

4070 **Learning (4 sh)**

Introduces the student to various theoretical viewpoints that explain how we learn. The basic principles of classical and operant conditioning; observational learning; and cognitive, humanistic, and radical-conscientization theories will be discussed. How these theories can be applied in the everyday settings of home, school, and work will be an important focus.

4120 **Biopsychosocial Disorders of Human Development (4 sh)**

Uses a case-finding approach in a study of biopsychosocial disorders across the lifespan, particularly their assessment and treatment. Traditional categories of psychological disturbance will be discussed as well as issues associated with the duality of illness and wellness, and the legal and ethical implications of mental dysfunction.

4400 **Practicum in Counseling Psychology (4 sh)**

The practicum includes observation and hands-on experience within an appropriate agency. The student will develop and/or work on a larger institutional-wide project. It involves reflection and application of theory and research learned in the classroom to practical situations in the work setting. The student will apply counseling theory and methods utilizing traditional and multicultural perspectives to inform their practice. The practicum is designed to increase the student's knowledge related to the available resources in communities, churches, hospitals and social service agencies. The practicum is one full semester in length.

Criminal Justice (CJ)

The major in criminal justice provides the professional knowledge and skills needed to work and advance in the field of criminal justice. The interdisciplinary curriculum blends a strong foundation of liberal arts with professional course work which prepares students for a broad range of careers in criminal justice. Students engage in study that examines causes, prevention, and control of crimes, as well as the foundational theories and policies relevant to the traditional and non-traditional structures and operations of the criminal justice system. Students develop a comprehensive understanding of criminology, research methods, management, ethics, criminal law, corrections, and juvenile and restorative justice. Grounded in an urban context, the practicum provides diverse opportunities for students to apply theory learned in the classroom to real life situations in a variety of work settings. This major is intended for sworn police officers as well as students interested in entry-level positions in a variety of settings such as law enforcement, private security, judiciary, corrections, victim assistance, probation, parole, federal service, and social service agencies. Students interested in augmenting the criminal justice major can enhance their learning through minors in human psychology, counseling and social services, nonprofit management, and business administration.

The curriculum provides a strong foundation for graduate study in criminal justice or law, and it may be helpful to those students interested in social work.

Major requirements for a B.A. in Criminal Justice

Required semester hours

36 sh

Required core courses

CJ 3000, 3100, 3200, 3300, 3400, 3500, 4000, 4100, 4200, 4300, 4400

Minor requirements in Criminal Justice

The minor includes the following courses for a total of 20 sh. The minor reflects the core content in the field of criminal justice.

Required semester hours

20 sh

Required core courses

CJ 3000 (4sh), and then any combination of 16 sh of CJ 3100, 3200, 3300, 3400, 3500, 3910, 4000, 4100, 4200, 4300,

GESAL Designates a course that fulfills all or part of a General Education (G.E.) requirement for the B.A. degree; see the General Education portion of the School of Professional Studies section of this catalog for more information.

3000 Introduction to Criminal Justice (4 sh) GESAL

Provides an interdisciplinary and critical analysis of the criminal justice system in the United States. Emphasis is on key theories, causation of crime, and pertinent research that assesses the implications for policies related to crime control and prevention. An analysis of the roles of the police, prosecution, defense attorneys, and courts, from diversionary processes to arrest, trial and sentencing and imprisonment. An examination of contemporary structures and practices of corrections will build upon a historical

understanding of the criminal justice system in the United States. Representative Supreme Court decisions in the law of arrest, right to counsel, capital punishment, search and seizure, and self-incrimination are analyzed.

3100 Research Methods in Criminal Justice (4 sh)

Emphasis is on the theory, principles, and methods used in criminal justice research. The course addresses a broad range of research methods, data collection strategies, and analytical tools that are commonly used in the criminal justice system. Provides an overview of various types of research design and data collection strategies such as questionnaires, interviews, observational techniques, sampling, and the use of secondary sources, computers, and other technology.

3200 Correctional Services (4 sh)

Review of the historical and contemporary structure, philosophical underpinnings, and administration of adult corrections in the United States. Emphasis is placed on the purpose and goals of the correctional system and the critical issues and problems facing it today. Major topics include discussion of the various philosophies of punishment, sentencing strategies, and the prison community. The social, political, and economic impact on correctional services, such as boot camps, sentencing reform, overcrowding, community-based alternatives, punishment versus rehabilitation debates, and reintegration are explored.

3300 Juvenile Justice System (4 sh)

The contemporary juvenile justice system is analyzed from historical and philosophical perspectives. An overview of the procedures, structures, and treatment of juvenile offenders are provided as well as an exploration of the purpose and primary operations of juvenile detention and probation services. Further emphasis is placed on the nature and extent of delinquency, theories of causation, current trends, prevention, problem solving, and the delivery of services to this population. Students compare and contrast different approaches and future trends in juvenile justice among countries within and outside of the United States.

3400 Criminal Procedure (2 sh)

An overview of the structure of the United States court system, sources of individuals' rights and the constitutional limitations on the prohibition of criminal conduct will provide a foundation for this study of criminal procedural law. This course will examine the legal continuum from the initial search and seizure of a suspect, to the arrest and interrogation, pre-trial process, criminal trial, sentencing and punishment, and appeal and post-conviction rules.

3500 Criminal Law (2 sh)

Provides an overview of criminal law with an emphasis on the major crimes to include offenses against: the person, habitation, property, public morality, alcohol and drug offenses, and white collar and organized crime. The course will explore an individual's liability for criminal conduct, criminal responsibility or intent, and the circumstances that may modify the individual's responsibility for a criminal act. Special defenses to criminal acts will also be discussed.

3910 Topics in Criminal Justice (1-4 sh)

Intensive investigation of a selected topic in criminal justice offered from time to time at the discretion of the School of Adult Learning.

4000 Law Enforcement Administration (2 sh)

Application of the fundamental theories and principles related to the professional management and administration of law enforcement agencies. The basic management concepts of police

administration and forms of police organization are analyzed and evaluated. Examines specific operational functions such as budgeting, personnel, planning, technology, and productivity measurements. Designed to assist students in developing the ability to interpret and implement complex policy such as homeland security into their professional practice. Prerequisite: CJ 3000.

4100 Urban Communities and Crime (4 sh)

An overview of the most common crimes and issues related to crime and delinquency within urban communities. In-depth analysis of theories and research that emphasize community factors that lead to crime and delinquency, including local community approaches to crime prevention. Topics include but are not limited to youth culture and deviance, substance abuse, gun control, and domestic violence. Current community-oriented initiatives such as problem oriented policing and alternatives to incarceration aimed at reducing crime will be discussed. Prerequisite: CJ 3000.

4200 Restorative Justice (2 sh)

An in-depth analysis of the key principles and concepts critical to the practical application of restorative justice. Acknowledges that crime causes injury to people and communities and that restorative justice seeks healing, wholeness, and reconciliation for all parties. Introduces the student to a variety of established restorative methods such as family/group conferencing, victim/offender mediation, and peacemaking circles. Prerequisite: CJ 3000.

4300 Professional Issues, Ethics, and Diversity (4 sh)

An intense examination of the ethical dilemmas and diversity issues facing the professional criminal justice practitioner. Myths and realities surrounding race, gender, social class, and the relationship to the criminal justice system are discussed. Typical applied ethical issues might include the following: plea bargaining, capital punishment, insanity defense, mandatory sentencing, search and seizure rules, white collar crime, terrorism, and community-based alternatives to incarceration. Prerequisite: CJ 3000.

4400 Practicum in Criminal Justice (4 sh)

The practicum includes observation and hands-on experience within an appropriate criminal justice agency. The student will develop and/or work on a larger institutional-wide project that involves reflection and application of theory and research learned in the classroom to practical situations in the work setting. The student applies relevant theory and research methods to inform their practicum project. The practicum is designed to increase the student's interdisciplinary knowledge and practical skills employed in the field of criminal justice. The practicum is approximately four hours a week over one full semester and is the final course in the major. Prerequisite: CJ 3000, 3100, 3400, 3500.

4910 Independent Study in Criminal Justice (1-4 sh)

Advanced independent research in criminal justice.

4970 Internship in Criminal Justice (1-8 sh)

An assignment in the field of criminal justice other than the current employer in which reflective experience is the goal. Interested students who have completed 20 hours or more in the major should apply to their academic advisor.

Digital Marketing

The Digital marketing major equips marketing students with cutting-edge knowledge in the areas of social and new media, advertising, analytics and digital marketing to prepare them to meet the demands of the current marketing profession. The Digital Marketing major builds upon the main body of management knowledge that is found in the business core classes providing learners with the key business skills such as: leadership/management, marketing, ethics and communications and then adds a concentrated focus of digital marketing and technology to develop their understanding of online marketing theories, application of digital strategies and exposes students to the many facets of online marketing, from web and Google analytics, to social media marketing. Ongoing technological advancements in digital and social media have fundamentally changed the methods and means of advertising and marketing for businesses. Demand for new and innovative ways to advertise have forced organizations to look outside traditional methods and move much more to digital and social media.

The Digital Marketing major curriculum prepares students for the expanding fields of digital marketing, analytics and social media as used in business and inspires ongoing learning to stay current with emerging tools and provides learners with the tools, skills and competencies required to add value to their companies marketing communications and digital marketing strategies.

Required semester hours

38 sh

Required core courses

BADM 3600, 3610, 4400; ISIT 3030, 3040, 4010; ORG 3034, 4074, 4094, 4120

Course descriptions for BADM may be found under the Business Administration major, ISIT may be found under Management Information Systems and ORG may be found under the Organizational Management and Leadership major.

GESAL Designates a course that fulfills all or part of a General Education (G.E.) requirement for the B.A. ; see the General Education portion of the School of Professional Studies section of this catalog for more information.

Management Information Systems (ISIT)

Courses in management information systems focus on the strategic and competitive role of information systems in today's business organizations, and the global, social, cultural, and economic importance of the Internet and associated technologies.

3030 **Information Systems in Organizations (4 sh)**

This course addresses functional, strategic and competitive roles of information systems and information technology in organizations. Topics include hardware and software, types of information systems, the analysis and development of information systems, management of the information systems function, and workplace social, legal ethical issues related to technology.

3040 **Web Technologies and E-Commerce (4 sh)**

This course focuses on current and emerging business uses of web technologies including home pages, advertising, retail sales, electronic commerce, middleware, partnering, payment systems, and security and encryption. The course also considers changes in corporate economics driven by electronic commerce and social, legal and ethical issues related to web technologies.

4010 **Information Age Communications Technology (2 sh)**

This course focuses on business and organizational applications of current and emerging communications technologies. Topics include networks, security, wireless technology, mobile computing, social networking and emerging communications technologies. Social, legal and ethical issues related to communications technologies.

4050 **Decision Support Systems (2 sh)**

This course focuses upon how decision support systems technologies can support managerial decision-making. Systems covered include expert systems, executive information systems, groupware, artificial intelligence, intelligent agents, and knowledge management. The course also includes an overview of decision-making along with methods for designing and implementing decision support systems. Students will use application software to solve managerial decision-making problems.

Nonprofit Management (NPM)

The major in nonprofit management is designed for adults with work experience who are seeking to enter the nonprofit sector or to move into leadership positions in nonprofit organizations.

Relevant history, theories, and purpose of the sector as it relates to for-profit business and government, and gain a greater understanding of current legal, regulatory, funding, and management issues. Ethical, environmental, and organizational challenges facing modern nonprofits, along with best practices in nonprofit leadership and management will be addressed.

Students will learn how nonprofits use marketing, fundraising, social enterprise and lobbying to build public and financial support for their missions.

Major requirements for a B.A. in Nonprofit Management

Required semester hours

40 sh

Required core courses

BADM 3100, 4400; ISIT 3030; ORG 3034, 4074, 4094, 4120; NPM 4170, 4180, 4190, 4200

Minor requirements in Nonprofit Management

Required semester hours

20 sh

Required core courses

BADM 3100, NPM 4170, 4180, 4190, 4200

Elective courses

Select one from ORG 3034, 4074, 4094, 4120

Course descriptions for BADM, ISIT and ORG courses may be found under the respective major in the SPS program.

4170 Elements of Nonprofit Management (2 sh)

The introductory course will give students an overview of America's nonprofit sector as it relates to both the for-profit business and government sectors. Emphasis will be on the history, purpose and theories of the sector, the legal and regulatory environment, efforts to improve ethics and accountability, the sector's economics and funding environment, trends in evaluation and outcome measurement, and general management problems and principles. The course will also discuss opportunities for personal growth and career advancement available in the sector and highlight skills and training needed to succeed.

4180 Nonprofit Governance and Volunteer Management (4 sh)

This course is designed to improve students' understanding of the elements, processes and dynamics of board governance and volunteer management of nonprofit organizations. The course includes analysis of the respective roles of the board, chief executive, staff and volunteers to maximize organizational effectiveness. Students will learn how to assess and improve the effectiveness of a board, the senior leadership, volunteers and the overall governance of the non-profit organization. Prerequisite: NPM 4170

4190 Financial Management of Nonprofit Organizations (2 sh)

This course addresses the financial management of nonprofit organizations. This includes both financial reporting and managerial finance. Topics include 1) Financial Accounting principles and practices; 2) Managerial accounting methodology; 3) Compliance, and 4) Measuring and managing program performance. The course examines current trends in nonprofit financial management and integrates financial management with recent federal legislation. Prerequisite: NPM 4170.

4200 Building Public and Financial Support for Nonprofit Organizations (4 sh)

Addresses the four main processes that nonprofits use to interact with internal and external audiences for the purpose of building public and financial support for their missions: 1) Marketing; 2) Fundraising; 3) Social Enterprise; and 4) Advocacy/Government Relations. Current trends and best practices in nonprofit marketing and fundraising. Provides an overview of current approaches to earned-income generation, along with the potential and pitfalls of these methods. Identifies and addresses ethical issues related to fundraising, marketing, earned-income, and lobbying. Prerequisite: NPM 4170.

Organizational Management and Leadership (ORG)

The major in organizational management and leadership builds on the principle that leadership is a process and not a position. Therefore, students, wherever they are located in the organization, are able to exercise leadership. Students are introduced to a theoretical framework that includes leaders, followers and the context. Majors will 1) recognize the similarities and differences between leadership and management; 2) cultivate a repertoire of leadership skills for individual and organizational development; and 3) demonstrate competence in those practices that contribute to the effective handling of critical issues like conflict and change.

The organizational management and leadership major will also advance the skills of inquiry, critical thinking, ethical reasoning and communication that are central to a liberal arts education. The major is scheduled in seven-week courses totaling 36 semester hours. The curriculum will be distributed in a series of Learner Guides, with detailed assignments for each week. Students are expected to spend 10-20 hours per week in preparation.

Major requirements for a B.A. in Organizational Management

Required semester hours

40 sh

Required core courses

BADM 4400; ISIT 3030; ORG 3034, 4024, 4074, 4094, 4120, 4220, 4240, 4260

Minor requirements in Organizational Management

Required semester hours

20 sh

Required core courses

ORG 4024, 4220, 4240, 4260

Elective courses

Select one from ORG 3034, 4074, 4094, 4120

GE Designates a course that fulfills all or part of a General Education (G.E.) requirement for the B.A. ; see the General Education portion of the School of Professional Studies section in this catalog for more information.

3034 **Business Communications (4 sh)** GESAL

Communicating in the workplace with emphasis on written, verbal, non-verbal, and other visual modes of communication. The processes of imparting and receiving information are emphasized. Business writing, the use of visual aids, and professional presentation methods are put into practice. Ethical behavior in communications is examined.

3500 **Writing for Business Success (4 sh)** GESAL

Drawing upon the fundamentals of effective writing, this course helps students to further develop successful written communication skills, and to create the types of documents commonly used in professional environments. Students will apply a writing process to complete the kind of practical writing projects commonly required in the workplace. Emphasis is placed on the process of completing

any on-the-job writing assignment and the specific formats most often used. It covers such business writing topics as style and format, audience analysis and adaptation, document design, informative, negative and persuasive messages, reports, and job search materials. Prerequisite: GS 2080.

3910 **Topics in Organizational Management (1-4 sh)**

Intensive investigation of a selected topic in Organizational Management and Leadership offered from time to time at the discretion of the School of Adult Learning.

4024 **Understanding Group and Organizational Behavior (4 sh)**

Investigate the dynamic interaction of individual, group and organizational behavior. Examine organizations as complex open systems. Explore the nature of learning organizations and strategies for maintaining positive organizational culture. Practice working in groups and facilitating team development. Beginning to use one's self as an agent of change; identifying and enhancing competencies required for such a role. Reflect on the ethical dimensions of problem solving in the workplace.

4074 **Leadership and Management (4 sh)**

The roles of leadership, managing people and change, and total quality management (TQM) are examined. The firm's mission and its relation to the individual is presented: performance appraisals, issues of gender and cultural diversity, negotiation techniques, hiring, and termination analysis are included. The characteristics of the ethical organization are examined.

4094 **Principles of Marketing (4 sh)**

The environment of marketing, including market identification and selection, the concepts of marketing mix, target markets, and the product life cycle as applied to the global economy, are fundamental to the course. Company mission and Maslow's hierarchy are implemented to determine organizational fit. Consumer behavior, organizational markets, product planning and development, and the essentials of marketing communication are presented and analyzed. Service and non-profit marketing procedures are included. The ethics of marketing and processes are examined.

4095 **Entrepreneurial Business Planning and Execution (4 sh)**

Covers the promotion of business with effective communication from concept to development by use of the business plan. The effective techniques of this course should be readily applied when seeking loans, partnerships and investors in the real world. Comprehensive in learning and production, this course is a culmination of many skills from the Organizational Management or Business Administration majors.

4100 **Human Resources Management (4 sh)**

The basic principles, concepts and issues analyzing the role of human resources in the organization: personnel requirements, training, job responsibilities, performance evaluations, grievance procedures, compensation, and labor relations (including unions, EEO, and Affirmative Action programs). Meets elective credit only.

4120 **Business Ethics (4 sh)** GESAL

An introduction to ethics and to ethical decision-making. A basic overview of value systems and ethical paradigms, utilizing a seminar format. Discussion of how values and ethics may be applied to the issues and dilemmas of the business world.

4150 **Business Promotions and Advertising (4 sh)**

Covers the concepts of promoting business with effective communication techniques that encompass the written word; public relations writing, journalism, advertising copy, mass media or television copy and graphics or other media types with a particular emphasis

on tracking results of the communication via the use of metrics and return on investment. Explores the discipline of business commitments from an organization or an individual as bound by promises made in advertising and the history of promotions from an American industry that is continually shaped and regulated today. Using comprehensive skills from marketing, students will be expected to make sound financial decisions as well as evaluate risk management for advertising and/or corporate communications. Whether internal or for public consumption, the message is often governed by the media and this course will stress the importance of subjective messages with ethical dimensions.

4160 Elements of Community Development (4 sh)

This course introduces students to the basics of sustainable community development, including community and neighborhood planning, community organizing, grassroots leadership and community empowerment. Students will examine and discuss the role of community-based organizations such as community development corporations, social services agencies, and religious and educational institutions. Students will also examine organizational and local politics and discuss how these factors help or hinder the community development process. The course will give students insight into the role community development process in rebuilding low-income or economically disadvantaged neighborhoods. It also seeks to teach students the importance of personally participating in and supporting the development of economically disadvantaged neighborhoods. Finally, the course will introduce students to varied career paths that relate to the field of community development.

4220 Assessing Leadership Skills (4 sh)

Provides a framework for students to become more familiar with themselves and their relationships with colleagues and team members within the context of organizations. Investigates a number of common psychometric instruments from two perspectives: an individual profile and within the context of group dynamics in organizations. From an individual perspective, students will investigate themselves as a leader, determine personal strengths and weaknesses, assess his or her style of leadership and the type of organization their leadership style best suits. From an organizational perspective, students will investigate how psychometric instruments can be used to diagnose organizational problems, determine change-readiness within organizations, and enhance team/group dynamics. Survey design and interpretation will also be discussed. The Action Research method will be investigated and applied. Ethical considerations for assessment instruments will be fully and thoroughly emphasized.

4240 Managing Change and Conflict (4 sh)

Provides the student with resources to mediate organizational experiences within the context of managing and leading. Examines several theoretical frameworks for organizational change. Through these frameworks organizations, and their varied circumstances, will be evaluated in order for students to determine which change methodology is most appropriate for a specific situation. The steps of change, common problems associated with change, and methods to measure outcomes will be explored. Students will investigate resistance to change and what can be done about it. Conflict, as a natural outgrowth of change, will be investigated. Methods for managing conflict, understanding its root causes, and addressing it productively will be explored. The concept of BATNA (Best Alternative to a Negotiated Agreement) will be investigated as a conflict management technique. The course will explain the action research process that is typically associated with change. Students will complete a team-based project requiring individual and team

research and roll out the change management plan created with timelines, interventions, expected results and appropriate organizational metrics. Throughout, the ethics of appropriate change and conflict management will be emphasized.

4260 Career Management (4 sh)

Analyzes concepts such as perception, motivation, decision making, communication, and career development. Explores the changing concepts of a career and the implications of planning for multiple careers. Assists in finding direction in the midst of uncertainty, conflict and complexity. The organizations' career and the individual's career: "How is the fit?" Focus in on developing a flexible and realistic career plan and methods implementation. Careers and vocations will be discussed as they relate to the search for meaning in one's life.

4910 Independent Study in Organizational Management and Leadership (1-4 sh)

Advanced independent research.

4970 Internship in Organizational Management and Leadership (1-8 sh)

An assignment in a business institution other than the current employer in which reflective experience is the goal. Interested students who have completed 20 hours or more in the major should apply to their academic advisor.