

Master of Arts in Management

The Masters of Arts in Management seeks to prepare students to become authentic, transformational leaders capable of managing organizational change. Through this online master’s program, you will examine the theories, concepts, and practices necessary to become an effective visionary capable of developing and leading strategic workplace initiatives. Successful completion of this degree builds skills and knowledge often needed for mid- to senior-level managerial positions in corporate, nonprofit, government, or military sectors.

This program’s curriculum is in alignment with Society for Human Resource Management (<http://www.shrm.org>) (SHRM®) standards. This program has been designed in consultation with industry business leaders and is accredited by the Accreditation Council for Business Schools and Programs (<http://www.acbsp.org>) (ACBSP®).

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Degree Program Objectives

In addition to the institutional and degree level learning objectives, graduates of this program are expected to achieve these learning outcomes:

- Conduct business problem focused management research, including collection and analysis of data, and communication of findings by using qualitative and quantitative research methods.
- Develop a strategic business plan applying the theories and practices of management and planning for a particular organizational setting.
- Develop an analytical framework using a variety of approaches to apply leadership and management theory and practice to address the challenges of global organizations in this century.
- Examine complex organizations from a level of analysis perspective, including the individual, interpersonal, group, and organizational level perspectives.
- Evaluate management issues in the context of ethical, technological, structural, cultural, human and environmental factors.

Degree at a Glance

Code	Title	Semester Hours
	Institutional Requirements	3
	Core Requirements	12
	Select one of the following concentrations:	12
	General Concentration (p. 2)	
	Business Project Management (p. 2)	
	Entrepreneurship (p. 3)	
	Human Resource Management (p. 3)	
	IT Project Management (p. 4)	
	Organizational Crisis Management (p. 4)	
	Organizational Leadership (p. 4)	
	Public Administration (p. 5)	
	Strategic Consulting (p. 5)	
	Final Program Requirements	3
	Total Semester Hours	30

Degree Program Requirements

Institutional Requirements (3 semester hours)

Code	Title	Semester Hours
BUSN604	Fundamentals of Business Analysis	3
	Total Semester Hours	3

Students are required to take BUSN604 as the first course. If you have a bachelor’s degree in a business program that is accredited by ACBSP, AACSB®, or IACBE, you are NOT required to take the course listed above, and instead may take one master’s-level elective course.

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Core Requirements (12 semester hours)

Code	Title	Semester Hours
MGMT601	Organizational Behavior	3
HRMT600	Human Resource Management	3
MGMT600	Organizational Management	3
MGMT610	Cross-Cultural Management	3
	Total Semester Hours	12

Students must choose a concentration for this degree program and may select from the General Concentration, Concentration in Business Project Management, Concentration in Entrepreneurship, Concentration in Human Resource Management, Concentration in IT Project Management, Concentration in Organizational Crisis Management, Concentration in Organizational Leadership, Concentration in Project Management, Concentration in Public Administration, or Concentration in Strategic Consulting.

General Concentration (12 semester hours)

This general concentration allows you to select from other concentration courses offered in this program.

Objectives

Upon successful completion of this concentration, the student will be able to:

- Develop a strategic business plan applying the theories and practices of management and planning for a particular organizational setting.
- Examine complex organizations from a level of analysis perspective, including the individual, interpersonal, group, and organizational level perspectives.
- Evaluate management issues in the context of ethical, technological, structural, cultural, human and environmental factors.

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
MGMT618	Ethics in Leadership	3
Select 3 courses from the following:		9
BUSN695	School of Business Internship	
CMRJ601	Cases in Executive Decision Making	
EDUC633	Emotional Intelligence and Coaching Assessments	
EDUC635	Coaching Groups and Teams	
HIMA501	Technology Applications in Health Information Management	
HIMA503	Healthcare Vocabulary and Clinical Terminologies	
HIMA550	Clinical Workflow and Process Redesign	
HIMA620	Corporate Compliance in the Healthcare Industry	
INFO531	Management Information Systems	
ISSC680	Information Security Management	
ITMG624	Information Technology Project Management	

ITMG625	IT Project Management: Integration, Scope and Time
ITMG636	IT Project Management: Developing Project Schedule
LSTD510	Constitutional Law
MGMT593	Special Topics in Management
MGMT603	Organizational Development
MGMT604	Organizational Crisis Management
MGMT605	Leadership
MGMT615	Strategic Planning
MGMT617	Leading Teams
MGMT619	Leading Organizational Change
MGMT621	Leadership in a Time of Crisis
MGMT622	Risk Management for Leaders
MGMT623	Concepts and Processes of Organizational Crisis Management
MKTG600	Marketing Management
SCMT507	Assets Protection & Loss Prevention Management
SCMT553	Security Program Administration
SPMT502	The Sports Industry
SPMT601	History, Culture, and Social Contexts of Sport
SPMT609	Sports Marketing, Promotion, and Public Relations
SPMT612	Sports Event Management
SPMT613	Sports Entrepreneurship
SPMT630	Sales and Promotions in Sport

Total Semester Hours 12

Concentration in Business Project Management (12 semester hours)

The concentration in Business Project Management enhances the student's understanding of how businesses evolve, adapt, and maintain an enterprise through project management. Through this concentration, students will be introduced to the theories, concepts, and practices that align with project management. Students will develop a skill set to track and monitor projects.

Companies depend on project management to stay competitive in developing new offerings, determining the technology needed within the enterprise, updating processes and procedures, and implementing projects for customers.

The concentration is designed for business professionals and military personnel interested in project management within the business environment.

Objectives

Upon successful completion of this concentration, the student will be able to:

- Evaluate how to properly monitor a project.
- Articulate why a project needs to align with the organization’s strategic plan.
- Analyze the project costs and actuals.
- Create a risk management plan.
- Build a project schedule that integrates the various parts of the project to define the critical path
- Integrate the various parts of the project to determine the health of the project through cost/schedule metrics.
- Articulate the ethical and legal aspects of project management.
- Analyze the various business tools used to define quality control and quality assurance.

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
BUSN663	Project Management for the Business Professional	3
BUSN664	Advanced Business Project Schedule and Scope Management	3
BUSN665	Advanced Business Project Risk and Quality Management	3
BUSN666	Advanced Business Project Integration, Resource, and Stakeholder Management	3
Total Semester Hours		12

Concentration in Entrepreneurship (12 semester hours)

Focuses on key concepts and principles of being a successful entrepreneur/intrapreneur or small business owner. You will examine leadership practices, feasibility of ideas, funding, and customer service specific to a small business.

Objectives

Upon successful completion of this concentration, the student will be able to:

- Develop an idea for a new business venture.
- Use various methods to critically evaluate specific operational functions.
- Determine your target market and market segmentation.

- Create a marketing plan for your venture.

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
Select 4 courses from the following:		12
ENTR500	Ideation	
ENTR615	Legal Practices for Small Business	
ENTR617	Legal Practices for Entrepreneurs	
ENTR620	Small Business Operations	
ENTR621	International Entrepreneurship	
ENTR623	Venture Capital	
ENTR625	Small Business Funding	
ENTR630	Entrepreneurial Marketing	
Total Semester Hours		12

Concentration in Human Resource Management (12 semester hours)

Compares various managerial approaches to employment law. Discusses rewards systems, measurement of employee performance, and other compensation packages. Probes policies and procedures involving legislative, regulatory, and organizational issues affecting human resource management in a global workforce. Topics include workplace safety and the recruitment, development, and training of human capital.

Objectives

Upon successful completion of this concentration, the student will be able to:

- Compare and contrast various managerial approaches to employment law.
- Evaluate the strategic factors influencing the various levels of rewards systems in the marketplace.
- Assess methods used to measure performance, and determine pay level and associated compensation packages.
- Analyze the role and function of the Senior Human Resource Professional in the development and implementation of policies and procedures encompassing legislative, regulatory, and organizational issues affecting the management of human resources in today’s global workforce.

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
HRMT602	Employment Law and Labor Relations	3
HRMT603	Human Resource Policy	3
HRMT605	Strategic Human Resource Management Practices	3
MGMT603	Organizational Development	3
Total Semester Hours		12

Concentration in IT Project Management (12 semester hours)

This concentration focuses on meeting industry needs for IT managers in order to manage cost, time, scope, quality, risk, and people to ensure that projects come in on time and under budget. It also addresses strategic planning and business systems analysis.

Objectives

Upon successful completion of this concentration, the student will be able to:

- Evaluate the principles and practices for organizing, allocating, and managing project resources.
- Analyze the project management framework, including the stakeholders, domains, phases, processes, integration, and lifecycle.
- Examine the potential complexities and pitfalls in initiating and closing projects, and assess methods to mitigate this risk.
- Evaluate the unique challenges in managing the scope, time, and cost of Information Technology projects.
- Examine various project cost models and analyze the principles of earned value management (EVM).
- Assess the principles, strategies, challenges, and measures for managing quality and risk on IT projects.
- Analyze the phases, procedures, deliverables, and best practices for business systems analysis.

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
ITMG624	Information Technology Project Management	3
ITMG625	IT Project Management: Integration, Scope and Time	3
ITMG636	IT Project Management: Developing Project Schedule	3

ITMG637	IT Project Management: The Integrated Project Plan	3
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Total Semester Hours 12

Concentration in Organizational Crisis Management (12 semester hours)

The concentration in Organizational Crisis Management covers crisis management concepts and activities from the organizational leader's perspective. The courses in the concentration cover organizational change, risk management, organizational processes related to crisis management, and leadership roles in crisis management.

Objectives

Upon successful completion of this concentration, the student will be able to:

- Establish protocols for crisis management communication as it relates to the organization.
- Recommend organizational crisis planning strategies.
- Evaluate processes for continuity planning.
- Explain the impact on the organization of poor crisis planning.
- Describe the role of leadership in organizational crisis management.

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
MGMT604	Organizational Crisis Management	3
MGMT621	Leadership in a Time of Crisis	3
MGMT623	Concepts and Processes of Organizational Crisis Management	3
MGMT622	Risk Management for Leaders	3
Total Semester Hours		12

Concentration in Organizational Leadership (12 semester hours)

Examines various leadership theories and models used by contemporary leaders in management. Looks at the effective leader's role in the workplace as it relates to decision making, conflict resolution, motivation, and risk taking. Addresses contemporary leadership theories and models to develop and nurture followership, workplace diversity, ethics, motivation, and knowledge management.

Objectives

Upon successful completion of this concentration, the student will be able to:

- Evaluate various leadership theories and models used by contemporary leaders in the field of management to develop and nurture followership.
- Assess leadership approaches to diversity in the workplace, ethics, motivation, and knowledge management.
- Examine the roles and functions of an effective leader in today's workplace as it relates to the areas of decision making, conflict resolution, motivation, and risk taking.

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
MGMT603	Organizational Development	3
MGMT605	Leadership	3
MGMT604	Organizational Crisis Management	3
MGMT618	Ethics in Leadership	3
Total Semester Hours		12

Concentration in Public Administration (12 semester hours)

Addresses the management of public organizations and interpersonal relationships at the federal, state, and local levels. Various positions and issues involving politics, policy, economics, administration, and management in the public sector are covered. Topics include human resource strategy and the role of federal, state, and local public health agencies.

Objectives

Upon successful completion of this concentration, the student will be able to:

- Apply theories and approaches to managing public organizations and administering federal, state, and local levels and evaluate the interpersonal relationships among these levels of government.
- Evaluate positions and issues that intersect the dynamics of politics, policy, economics, administration and management in the public sector.
- Analyze public policy initiatives from political and administrative aspects as to their intentions, achievable aims and outcomes.

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
PADM510	Administrative Theory	3
PADM520	Public Administration in Society	3
PADM530	Public Policy	3
Select 1 course from the following:		3
EVSP503	Environmental Policy, Regulation, and Law	
HRMT603	Human Resource Policy	
MGMT605	Leadership	
PADM611	Law and Public Policy	
PBHE501	Public Health in America	
Total Semester Hours		12

Concentration in Strategic Consulting (12 semester hours)

This concentration focuses on developing a business plan for a strategic consulting practice, assessing organization and business consulting models, and presenting recommendations on improving an organization's practices and processes. Topics include interpersonal relations, group behavior, and managing individuals and groups in a virtual environment.

Objectives

Upon successful completion of this concentration, the student will be able to:

- Implement a change management program in an organization.
- Assess the systems and processes in an organization when addressing strategic, organizational and managerial challenges.
- Present senior management with recommendations on how to improve an organization's practices and processes.
- Lead a project on innovation.

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
MGMT603	Organizational Development	3
HRMT605	Strategic Human Resource Management Practices	3
MGMT615	Strategic Planning	3
MGMT622	Risk Management for Leaders	3
Total Semester Hours		12

Final Program Requirements (3 semester hours)

Code	Title	Semester Hours
MGMT696	Capstone: Portfolio ¹	3
Total Semester Hours		3

¹ Taken once all other requirements have been met.