

Master of Business Administration

Our Master of Business Administration (MBA) offers graduate-level theory and research opportunities along with advanced business knowledge and know-how as a foundation for the corporate executive or entrepreneur. This affordable and comprehensive MBA dovetails with several university specialties so you can concentrate in areas of professional or personal interest including entrepreneurship, global business management, information technology management, accounting, finance, nonprofit management, and homeland security.

This MBA program has been designed in consultation with industry business leaders and is accredited by the Accreditation Council for Business Schools and Programs (ACBSP®) (<http://www.acbsp.org>).

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Statement of Mission - Dr. Wallace E. Boston School of Business

APUS' Dr. Wallace E. Boston School of Business mission is to prepare students to be principled leaders in the global business community through a flexible learning environment that leverages technology and best practices focused on the practical application of knowledge.

Priorities

- **Curriculum:** Provide a well-rounded curriculum that blends practical, real-world application and theoretical aspects of business and economics in a global context.
- **Teaching:** Foster understanding through strategic goals, quality instruction and continuous evaluation by faculty who are real-world practitioners and scholars.
- **Student Interaction:** Encourage students to reach their highest potential through collaborative relationships that motivate and sustain growth individually and organizationally.
- **Learning Outcomes:** Build competencies in effective communication, critical thinking, quantitative experience, knowledge-based decision making, and ethical behavior.

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 advanced business analysis by incorporating the use of various data tools in the discovery of possible solutions for implementation.
- Compare and contrast various organizational managerial approaches to analyze their effect on the individual, group, and organization.
- Analyze the legal, regulatory, and compliance issues affecting managers in today's market place and emphasize the importance of continuing education for managers for future legal changes.
- Evaluate and analyze advanced analysis methods and techniques to determine their interdisciplinary applicability to meet current and business needs and evaluate the need for changes in policies and procedures.
- Distinguish and implement analytical financial tools to conduct business analysis and to communicate possible solutions and implementation plans for business decisions.
- Focus on business strategies and approaches used by organizations in their mission to sustain and obtain various marketing segments to increase their growth potential and integrate business functions into a coherent business strategy.
- Compare and contrast market-driven strategies used by organizations to effectively plan for current and future needs of customers.

Degree at a Glance

Code	Title	Semester Hours
	Institutional Requirements	3
	Core Requirements	18
	Select one of the following concentrations:	9
	General Concentration (p. 2)	
	Accounting (p. 3)	
	Analytics (p. 3)	
	Business Project Management (p. 3)	
	Cybersecurity (p. 4)	
	DoD Project Management (p. 4)	
	Event Planning and Management (p. 5)	
	Government Contracting and Acquisition (p. 5)	
	Healthcare Administration (p. 6)	
	Information Technology Management (p. 6)	
	Leading the Digital Workplace (p. 6)	
	Marketing (p. 7)	
	Operational Crisis Management (p. 7)	
	Operational Technology Management (p. 8)	
	Sports Management (p. 9)	

Final Program Requirements	3
Total Semester Hours	33

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 (18 semester hours)

Code	Title	Semester Hours
BUSN600	Artificial Intelligence Practices in Business	3
BUSN623	Legal & Ethical Issues in Management	3
ECON600	Managerial Economics	3
FINC600	Corporate Finance	3
MKTG600	Marketing Management	3
BUSN620	Strategic Management	3
Total Semester Hours		18

Students must choose a concentration for this degree program and may select from a General Concentration, Concentration in Accounting, Concentration in Analytics, Concentration in Business Project Management, Concentration in Cybersecurity, Concentration in DoD Project Management, Concentration in Event Planning and Management, Concentration in Government Contracting and Acquisition, Concentration in Healthcare Administration, Concentration in Information Technology Management, Concentration in Leading the Digital Workplace, Concentration in Marketing, Concentration in Operational Crisis Management, Concentration in Operational Technology Management, or Concentration in Sports Management.

General Concentration Requirements (9 semester hours)

This general concentration allows you to select from dozens of different concentration courses offered within this program, enabling you to create your own focused area of study.

Code	Title	Semester Hours
Select 3 courses from the following:		9
ACCT618	Managerial Accounting	
ACCT695	Accounting Theory and Concepts	
BUSN593	Special Topics in Business Administration	
BUSN624	Principles of E Commerce	
BUSN625	Applied Decision Making	
BUSN627	Legal, Policy, and Ethical Issues of Crisis Situations	
BUSN654	Business Continuity	
BUSN655	Sustainability and Crisis Management	
BUSN656	Artificial Intelligence and Crisis Management	
BUSN657	Crisis Management for the Business Leader	
BUSN658	Case Analysis: Crisis Management	
BUSN660	Advanced Analytics I	
BUSN661	Advanced Analytics II	
BUSN662	Applied Advanced Analytics	
BUSN663	Project Management for the Business Professional	
BUSN664	Advanced Business Project Schedule and Scope Management	
BUSN665	Advanced Business Project Risk and Quality Management	
BUSN666	Advanced Business Project Integration, Resource, and Stakeholder Management	
BUSN667	Advanced Business Project Cost Controls	
BUSN668	Case Studies in Business Information Security	
BUSN669	Business Intelligence Analysis	
BUSN695	School of Business Internship	
ECON610	Global Economics	
HCAD650	The Business of Healthcare	
HCAD651	Healthcare Finance	
HCAD652	Operational Quality in Healthcare	
HRMT605	Strategic Human Resource Management Practices	
ITMG624	Information Technology Project Management	
MGMT600	Organizational Management	
MGMT601	Organizational Behavior	
MGMT605	Leadership	

MGMT610	Cross-Cultural Management
MKTG601	Strategic Internet Marketing
MKTG602	Global Marketing Strategy
SPMT502	The Sports Industry
SPMT608	Sports Law
SPMT609	Sports Marketing, Promotion, and Public Relations
SPMT610	Sports Finance
SPMT613	Sports Entrepreneurship
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Total Semester Hours	9

Concentration in Accounting (9 semester hours)

Offers insight into public, corporate, governmental, and nonprofit accounting, as well as accounting principles used in non-accounting fields and personal life. Addresses concepts, standards, and regulations in preparing, auditing, and analyzing financial statements, budgets, and financial plans. Additional topics include fraud detection, check tampering, and the Internal Revenue Service tax code.

Objectives

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

- Apply accounting knowledge into any branch of the accounting profession including public, corporate, governmental, and not-for-profit accounting.
- Identify accounting concepts, standards, and regulations in preparing, auditing, and analyzing financial statements.
- Analyze financial planning, budgeting, and interpretation of financial results.
- Apply accounting principles for non-accounting fields and personal life.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
ACCT617	Advanced Cost Accounting	3
ACCT618	Managerial Accounting	3
ACCT695	Accounting Theory and Concepts	3
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Total Semester Hours		9

Concentration in Analytics (9 semester hours)

Lays the groundwork to define problems, requirements, stakeholders, and resources used to round up information and break it down to

reach a variety of business goals. Explores tools used to process data in various fields, including operation, finance, marketing, and management, as well as complex data models built through compiling a portfolio of templates.

Objectives

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

- Define problems, requirements, stakeholders, and resources.
- Use tools to process data in various fields such as operations, finance, marketing, and management.
- Build complex data models through the compilation of a portfolio of templates.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
BUSN660	Advanced Analytics I	3
BUSN661	Advanced Analytics II	3
BUSN662	Applied Advanced Analytics	3
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Total Semester Hours		9

Concentration in Business Project Management (9 semester hours)

The Master of Business Administration with a concentration in Business Project Management enhances your understanding of how businesses evolve, adapt, and maintain an enterprise through project management. Through this concentration, you will be introduced to the theories, concepts, and practices that align with project management. You 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 looking to gain knowledge 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 (9 semester hours)

Code	Title	Semester Hours
Select 3 courses from the following:		9
BUSN663	Project Management for the Business Professional	
BUSN664	Advanced Business Project Schedule and Scope Management	
BUSN665	Advanced Business Project Risk and Quality Management	
BUSN666	Advanced Business Project Integration, Resource, and Stakeholder Management	
BUSN667	Advanced Business Project Cost Controls	
Total Semester Hours		9

Concentration in Cybersecurity (9 semester hours)

As defined by industry standards, cybersecurity is the “function of protecting the integrity of data, networks, and programs from unauthorized access, damage, and theft” and as such opens up a field of study that involves course work in areas such as data management, network management, disaster recovery, intrusion protection, computer crime, and many others. Strengthening IT infrastructures and early detection and prevention of attacks is of utmost importance. Recent efforts at cybersecurity legislation have not been as efficacious as needed to fulfill the market growth in this area, leaving a shortage of qualified candidates. Students will learn the business aspects of cybersecurity as cybercrime, cyber terrorism, cyber espionage and cyber-attacks of mammoth levels have led Cybersecurity to become a national priority.

Objectives

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

- Develop strategies and plans for security architecture consisting of tools, techniques, and technologies to detect and prevent

network penetration, and to design effective cybersecurity countermeasures.

- Analyze network designs, topologies, architectures, protocols, communications, administration, operations, and resource management for wired, wireless, and satellite networks that affect the security of the telecommunications within a business environment.
- Compare and contrast various Business Continuity & Disaster Recovery Planning models.
- Assess vulnerabilities in telephony, short messaging service (SMS), cellular data networks, and in Voice over IP (VoIP).
- Assess the application of data mining and artificial intelligence techniques in intrusion detection and prevention.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
ISSC680	Information Security Management	3
ISSC641	Telecommunications and Network Security	3
Select 1 course from the following:		3
ISSC642	Intrusion Detection and Incident Handling	
SCMT537	Computer Crime	
Total Semester Hours		9

Concentration in DoD Project Management (9 semester hours)

The Master of Business Administration with a concentration in DoD Program Management enhances your understanding of the strategic process of the DoD acquisition cycles and the responsibilities of the program manager throughout that process. Through this concentration, you will be introduced to the theories, concepts, and practices to establish a federal government program. You will learn how DoD programs differ from civilian programs and projects.

The concentration is designed for federal employees and military personnel looking to enhance their knowledge of the acquisition cycle and program management within the military and federal government.

Objectives

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

- Analyze the fundamentals of defense systems acquisition management.

- Evaluate the diverse, interrelated and changing nature in the different disciplines of defense systems acquisition management.
- Analyze the regulations and governing structures of defense systems acquisition management.
- Define the role of projects and project management.
- Create a project charter, a scope statement, a Work Breakdown Structure (WBS) and Responsibility Assignment Matrix (RAM).
- Explain key elements of a communication plan to keep stakeholders abreast of progress, problems, and controls.
- Describe the steps required to plan a project.
- Explain the key features of an Executive Program Manager’s role in today’s workforce.
- Demonstrate the necessary knowledge, skills and abilities to be a successful executive in today’s government contracting and acquisition organizations.
- Create an Executive level action plan for practical and measurable government contracting and acquisition policy and procedures changes.
- Create explain the role and pitfalls of ethics in executive decision making.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
Select 3 courses from the following:		9
DEFM510	Strategic Planning in the Military and Governmental Agencies	
DEFM540	Program and Acquisition Management	
DEFM550	Program Manager's Skills	
DEFM551	Executive Program Manager's Decision Making Skills	
Total Semester Hours		9

Concentration in Event Planning and Management (9 semester hours)

Provides a foundation for developing skills and knowledge related to a variety of topics related to meeting and event planning and management. Courses focus on event coordination, risk management, leadership, budgeting, financial management, and legal issues related to meeting and event planning and management.

Objectives

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

- Structure an event plan that identifies goals and objectives as well as potential challenges and security risks.
- Develop a budget for an event to maximize return on investment (ROI).
- Apply best practices of successful companies to an event plan.
- Identify potential risks for an event and develop a mitigation plan.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
Select 3 courses from the following:		9
HOSP610	Event Coordination and Management	
HOSP620	Financial Planning and Management for Events	
HOSP630	Event Risk Management and Safety	
HOSP640	Leadership in Meeting and Event Planning	
SPMT612	Sports Event Management	
Total Semester Hours		9

Concentration in Government Contracting and Acquisition (9 semester hours)

Addresses the necessary knowledge, skills, and abilities needed to be successful in today’s contract management industry, including government contracting within federal agencies or military and civilian defense establishments. Topics include FAR requirements, unallowable costs, new acquisition regulations, contract reforms, project management, and risk management.

Objectives

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

- Explain the elements of cost in overhead.
- Explain the FAR requirements.
- Explain the general treatment of unallowable costs.
- Analyze the fundamentals of defense systems acquisition management.
- Identify the provision of the New Acquisition Regulations.
- Debate whether contract reforms have increase competition.
- Interpret the nature of and justification for the professional military ethic.
- Investigate the basic ethical problems that defense contract managers must solve.
- Demonstrate the necessary knowledge, skills and abilities to be a successful executive in today's government contracting and acquisition organizations.

- Create an Executive level action plans for practical and measurable government contracting and acquisition policy and procedures changes.
- Demonstrate how executive decision making is conducted for complex major military equipment developments.
- Define the role of projects and project management.
- Assess major schedule, cost, and performance risk elements for managing risks.
- Create a project charter, a scope statement, a Work Breakdown Structure (WBS), and Responsibility Assignment Matrix (RAM).

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
DEFM531	Advanced Business Solutions for Mission Support	3
DEFM550	Program Manager's Skills	3
DEFM551	Executive Program Manager's Decision Making Skills	3
Total Semester Hours		9

Concentration in Healthcare Administration (9 semester hours)

Discusses strategies for creating efficient and effective organized delivery systems, key metrics to monitor operations, and proper techniques for gathering and analyzing health care performance measurement data. Takes an in-depth look at the financial side of healthcare, including budgets, costs, prices, and profit margins.

Objectives

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

- Assess strategies for creating efficient and effective organized delivery systems.
- Create budgets for the purpose of planning.
- Compute costs, prices, and profit margins.
- Use proper techniques for gathering and analyzing healthcare performance measurement data.
- Analyze key metrics to monitor operations.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
HCAD650	The Business of Healthcare	3
HCAD651	Healthcare Finance	3

HCAD652	Operational Quality in Healthcare	3
Total Semester Hours		9

Concentration in Information Technology Management (9 semester hours)

Delves into successful project management for information technology (IT) projects, including evaluation of various system development life cycle (SDLC) models (waterfall, spiral, incremental release, and prototyping) and application of corresponding methods to identify critical checkpoints and reviews. Examines technologies, policies, and practices to ensure security in information systems.

Objectives

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

- Evaluate various System Development Life Cycle (SDLC) models.
- Examine strategies to apply technology to enhance productivity in organizations.
- Assess and mitigate risk in Information Technology initiatives.
- Appraise technologies, policies, and practices to assure security in information systems.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
ITMG624	Information Technology Project Management	3
Select 2 courses from the following:		6
HRMT605	Strategic Human Resource Management Practices	
ISSC621	Computer Forensics	
ISSC640	Computer Networks and Data Systems	
ISSC641	Telecommunications and Network Security	
ISSC642	Intrusion Detection and Incident Handling	
ISSC660	Information Assurance	
ISSC680	Information Security Management	
Total Semester Hours		9

Concentration in Leading the Digital Workplace (9 semester hours)

The MBA concentration in Leading the Digital Workplace enhances the student understanding of the skills and knowledge related to leading and managing digital and remote working environments. The concentration enhances the student’s skills in addressing the

organization's reputation, value, and sustainability, with a focus on its employees, customers, stakeholders, suppliers, and the public.

Typical topics include the lack of face-to-face supervision, social disconnect, access to information, productivity, and culture. This concentration is suitable for leaders and managers in business, government, military, and other professional settings.

This concentration offers the business professional the opportunity to learn from accomplished professionals who have considerable experience in Fortune 500 companies, the military, government, and other industries. During the program, students will be encouraged to share experiences with other business students. This Master of Business Administration concentration in Leading the Digital Workplace has been designed in consultation with industry experts.

Objectives

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

- Gain insight into the elements of managing and leading remote organizations
- Evaluate the effectiveness of remote daily operations.
- Apply the behaviors and traits of effective leaders
- Articulate why remote operations need to align with the organization's strategic plan
- Research policies and initiatives and develop performance goals that are strategic and ambitious
- Explore ethical and legal issues included in an organization's digital and remote operations
- Develop an effective communication plan to support remote workers
- Incorporate the resource requirements in a remote operating plan
- Create an e-portfolio that is representative of the skills learned or enroll in comprehensive exam, to be chosen at the student's discretion

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
Select 3 courses from the following:		
BUSN655	Sustainability and Crisis Management	9
BUSN656	Artificial Intelligence and Crisis Management	
BUSN657	Crisis Management for the Business Leader	
MGMT604	Organizational Crisis Management	
HRMT600	Human Resource Management	
MGMT605	Leadership	
Total Semester Hours		9

Concentration in Marketing (9 semester hours)

Analyzes supply chain management, global and electronic marketing strategies, and ecommerce business opportunities. Probes the development of business, product, and pricing strategies, as well as the creation, execution, and management of business plans for successful entry into business areas. Critical evaluations of websites, web tools, promotions, advertising, selling, and communications are also explored.

Objectives

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

- Analyze e-commerce business opportunities and formulate business strategies.
- Analyze global and electronic marketing strategies.
- Develop product and pricing strategies.
- Analyze supply chain management.
- Develop business plans for successful entry to business areas.
- Formulate, execute, and manage global business plans.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
BUSN624	Principles of E Commerce	3
MKTG601	Strategic Internet Marketing	3
MKTG602	Global Marketing Strategy	3
Total Semester Hours		9

Concentration in Operational Crisis Management (9 semester hours)

The Master of Business Administration degree in Crisis Management (MCM) enhances understanding of how a disaster could impact an organization's reputation, value, and sustainability, with a focus on its employees, customers, stakeholders, suppliers, and the general public. Business sustainability and competitiveness depend on the stability of resources and the continuity of operations. A clear competitive advantage includes the availability of a business continuity strategy.

The degree is designed for business professionals and military personnel. Through the online Master of Business Administration in Crisis Management, the student will be introduced to the theories, concepts, and practices that align crisis management programs in a comprehensive business plan. Students will develop a skill set for translating problems and crises into solutions for implementation as they learn how to lead organizations through oftentimes complex

transformations. Completion of this degree will build management skills at various levels of corporate, government, military, and nonprofit sectors.

Objectives

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

- Gain valuable insight on how businesses/organizations can be better prepared to face crises and challenges.
- Evaluate the stages of a crisis management plan and the effectiveness of sustainable initiatives.
- Articulate why any management plan needs to align with the organization’s strategic plan.
- Determine if an organization has the necessary technology and processes in place to ensure the continuity of the business in case of a crisis or disaster.
- Research policies and initiatives and develop performance goals that are strategic and ambitious.
- Build an awareness of AI and sustainability programs already in place within the company.
- Learn how public relations and media sources play a critical role in the crisis response formulation.
- Explore ethical and legal issues included in an organization’s crisis management plan.
- Conduct a post-crisis review when the crisis is no longer the focal point but still requires attention.
- Create an e-portfolio that is representative of the skills learned or enroll in comprehensive exam, to be chosen at the student’s discretion.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
Select 3 courses from the following:		
BUSN627	Legal, Policy, and Ethical Issues of Crisis Situations	9
BUSN654	Business Continuity	
BUSN655	Sustainability and Crisis Management	
BUSN656	Artificial Intelligence and Crisis Management	
BUSN657	Crisis Management for the Business Leader	
BUSN658	Case Analysis: Crisis Management	
EDMG530	Economics of Disaster	
EDMG560	Crisis Action Planning	
EDMG612	Risk Communications	

Concentration in Operational Technology Management (9 semester hours)

Technology can provide a clear competitive edge when leaders understand how to leverage it in order to drive decisions. The Operational Technology Management concentration of the Master of Business Administration program enhances the student’s understanding of technology’s impact on a leader’s decision-making and the company’s sustainability. The concentration also advances the student’s knowledge in determining when to use technology. The student will be exposed to how technology can enhance profitability and return on investment.

The concentration is designed for business professionals and military personnel. Through the online Master of Business Administration in Operational Technology Management, the student will be introduced to the theories, concepts, and practices that align with the operational technology concentration. Students will be exposed to the skill set for translating complex problems into answers through technology, as they learn how to lead organizations. Completion of this concentration will build management skills at various levels of corporate, government, military, and nonprofit sectors.

Objectives

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

- Gain valuable insight on how businesses/organizations can make better decisions with technology.
- Evaluate the various types of technology that can help with decision-making.
- Articulate how artificial intelligence assists with data-mining.
- Determine if an organization has the necessary technology and processes in place to further the decision-making process.
- Evaluate effective business presence on the web.
- Conduct a technology review of your organization.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
BUSN656	Artificial Intelligence and Crisis Management	3
BUSN668	Case Studies in Business Information Security	3
BUSN669	Business Intelligence Analysis	3
Total Semester Hours		9

Concentration in Sports Management (9 semester hours)

Illustrates managerial leadership theories and practical concepts utilized by sports industry professionals in leadership positions. Critiques sport marketing strategies and finance theory and concepts relevant to the sports, fitness, health, and wellness operations. Looks at promotions, public relations, and communications involved in the sports industry.

Objectives

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

- Illustrate managerial leadership theories and practical concepts utilized by sports industry professionals in leadership positions.
- Critique sport marketing strategies, economic decision making, and finance theory and concepts relevant to the sport industry.
- Analyze ethical and legal practices in today's global sports industry.

Concentration Requirements (9 semester hours)

Code	Title	Semester Hours
SPMT502	The Sports Industry	3
SPMT609	Sports Marketing, Promotion, and Public Relations	3
Select 1 course from the following:		3
SPMT608	Sports Law	
SPMT610	Sports Finance	
SPMT613	Sports Entrepreneurship	
Total Semester Hours		9

Final Program Requirements (3 semester hours)

Code	Title	Semester Hours
BUSN696	Capstone: E-Portfolio ¹	3
Total Semester Hours		3

¹ Taken once all other requirements have been met.