



# School of Business & Technology

The **School of Business & Technology** facilitates acquisition and further development of essential knowledge and competencies that are necessary to build successful business related careers. Rooted in the tradition of scholar-practitioner faculty offering theoretically robust and practically relevant training, the School emphasizes hands-on, project based learning focused on acquisition and mastering of in-demand skills and competencies.

## Academic Programs

The School of Business & Technology offers undergraduate and graduate programs at the intersection of organizational management and technology. Undergraduate programs span an array of business and technology management related fields, while graduate programs include Master of Business Administration (MBA), MBA in Healthcare, and Master of Management (MM) degrees, in addition to numerous certificate programs..

## Faculty and Learning Environment

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

## Experiential Learning

Many courses are built around real-world contexts and materials where students work on common management and technology related problems faced by many organizations. Students with limited work experience are encouraged to take up internships or practica, and the School facilitates finding appropriate opportunities.

## Student Body

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

## Admission, Assessment and Orientation

Admission counselors give applicants an overview of the College's academic programs and assist with the application process. Applicants may be required to participate in an admissions interview once they have submitted all required application materials. Once accepted, students must complete required assessments to help determine their individual program of study. An academic advisor is available to assist students throughout their program.

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

**Orientation — New students are required to attend School of Business & Technology Orientation** prior to the start of their program.

## Advising and Capstone

The **Academic Advisor** is responsible for advising the student on academic planning and graduation clearance. Students are expected to schedule periodic individual meetings with the Academic Advisor.

**Undergraduate advising** —see *Undergraduate Program Components* and *Academic Advising* on page 68.

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

## Practicum/Internship

The School of Business & Technology offers an internship program for students who wish to receive academic credit and gain experience while completing their studies in the master's degree program. They can be rewarding and can lead to exciting careers. Students may take one 2-credit internship course and one additional 1-credit internship course as electives after they have completed two terms of study (two terms) in the program. To receive course credit for an internship, students must be enrolled in MMG 600A (2 credits) or MMG 600B (1 credit). Students are responsible for identifying a job/position/project and must consult with and define the details of the position with the Internship Coordinator. Together they will develop a Learning Contract which must be approved by the Dean. International students who opt for internship courses must complete and submit a Curricular Practical Training (CPT) authorization form that can be obtained from the Manager of Career Services. They must meet all regulations for authorized CPT (see *International Students* on page 57).

The Manager of Career Services will notify the student of approval and the student will be registered in MMG 600A Graduate Management Practicum.

## Course Delivery and Scheduling

Courses in the School of Business & Technology are designed to maximize learning through direct and dynamic instruction in the classroom with faculty and students. It is the primary form of delivery in the School of Business & Technology and an established teaching methodology at Cambridge College. Other forms of instructional delivery may be offered in support of our students' learning and degree progress. In-seat School of Business & Technology students are eligible to take one online course per term.

## Sigma Beta Delta Honor Society

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

## Management Education for Organizations

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

## Inactive Programs

If you are enrolled in a program that is no longer active, please confer with your academic advisor and continue to follow your program plan as outlined in the Academic Catalog published in the year you entered your program. All back issues of the Academic Catalog may be found at <https://www.cambridgecollege.edu/academic-catalogs-back-issues>.



Bachelor of Science

# Cybersecurity

• CIP code 430403 • 120 credits

## Program Description

The Bachelor of Science in Cybersecurity equips students with the practical and conceptual means to understand and navigate today's vast digital security landscape. This expansive program focuses on the National Initiative for Cybersecurity Education (NICE) identified skill sets for the Cybersecurity workforce. The curriculum aligns a wide variety of courses with the technical, legal, social, and investigatory aspects of digital security. Students will emerge with the competencies necessary to compete in a growing global market that demands highly skilled Cybersecurity professionals. A choice between elective courses or a targeted Network Security concentration enables students to select a range of career paths that fits their interests and goals.

## Learning Outcomes

Graduates of the Cybersecurity program will have demonstrated proficiency in the following areas:

- Techniques used to protect the integrity of an organization's security architecture and safeguard its data against attack, damage or unauthorized access
- Design and develop IT risk and cybersecurity programs using industry frameworks and methodologies
- Knowledge of cybersecurity regulatory environment and ethics
- Monitor and assess cloud assets and resources for misconfigurations and non-standard deployments
- Meeting the challenges of evolving cyber network threats

The Cambridge College Cybersecurity program is designed to provide the requisite skills and knowledge-base for successful graduates to sit for the following certifications: CompTIA (Cybersecurity Analyst) CSA, CompTIA (Information Security Specialist) Security+.

## Careers and Further Study

A Bachelor's Degree in Cybersecurity from Cambridge College qualifies you for in-demand positions such as:

- Information Security Manager
- Cybersecurity Analyst
- Cybersecurity Consultant
- Network Administrator
- Security and Risk Compliance Analyst
- IT Auditor
- Penetration and Vulnerability Tester

**Degree completion:** General education requirements may be satisfied by an associate's degree or 60 credits of prior courses that meet all general criteria for transfer; up to 90 credits may be accepted.

## General Education ..... 42 credits

See *Undergraduate Course Descriptions* on page 92.

LRN 175	Principles & Processes of Adult Learning	3
WRT 101	College Writing I	3
CTH 225	Foundations of Critical Thinking	3
MAT 101	College Math I	3
CMP 130	Introduction to Computer Applications	3
CMP 230	Digital Literacy	3
WRT 102	College Writing II	3
MAT 102	College Math II	3

WRT 101-102 and MAT 101-102 may be waived if equivalent courses have been accepted in transfer. Credits will be replaced with open electives. WRT 201 required if both WRT 101-102 are waived; not required for students completing WRT 101-102 at Cambridge. WRT 090 and MAT 100 required if assessment indicates need.

<b>Arts &amp; Humanities</b>	6
<b>Natural &amp; Physical Sciences</b>	6
<b>Social Sciences</b>	6

## Open Electives ..... 36 credits

Choose electives and/or concentrations to support your academic interests and professional goals.

## Cybersecurity Major ..... 42 credits

### Core courses ..... 27 credits

CMP 250	Fundamentals of Cybersecurity
CMP 255	Information Security Foundations
CMP 260	EndPoint & Infrastructure Security
CMP 270	Operating Systems, Applications & Services
CMP 280	Network Security and Communications
CMP 300	Digital Forensics
CMP 341	Incident Response
CMP 350	Cybersecurity Communications
CMP 390	Emerging Technologies

### Network Security Concentration ..... 15 credits

CMP 400	Cloud Networking Security
CMP 401	Wireless Technology & Security
CMP 415	Network & Digital Forensics Investigation
CMP 435	Network Protection & Threat Monitoring
CMP 450	Machine Learning for Network Intrusion Detection

All courses 3 credits except as noted



Pre-Baccalaureate Certificate

# Network Security Certificate

• CIP code 111003 • 27 credits, 3 terms

## Program Description

The Network Security Certificate provides students with a solid foundational knowledge of network operating systems, network security, digital forensics, and incident response methods.

## Learning Outcomes

Upon completion of the Network Security certificate, students will be able to:

- Analyze network and data traffic
- Build simple Local Area Networks (LAN)
- Establish disaster recovery strategies
- Implement and troubleshoot Access control list for Pv4 and IPv6 networks
- Explore network security tools
- Monitor networks for security breaches
- Install, configure and test security hardware and software tools with supporting documentation such as port scanners

## Careers

Graduates of the Network Security Certificate program will be prepared for employment in a variety of industries including business, education, healthcare, government, insurance, manufacturing, and retail. Employment opportunities include but are not limited to Computer Network Defense Analyst, Computer Network Defense Infrastructure Support, Computer Network Support Specialist, Network Administrator, Penetration Tester, Red Team Technician, and Systems Administrator.

**Courses can be taken online or on-site.**

## Courses ..... 27 credits

### Term 1 ..... Spring

#### *Introduction to Networking Basics*

- CMP 250 Fundamentals of Cybersecurity
- CMP 280 Network Security and Communications
- CMP 205 Basic Network Troubleshooting

### Term 2 ..... Fall

#### *Network Management*

- CMP 260 EndPoint & Infrastructure Security
- CMP 400 Cloud Network Security
- CMP 401 Wireless Technology & Security

### Term 3 ..... Spring

#### *Protecting & Network Monitoring*

- CMP 415 Network & Digital Forensics Investigation
- CMP 435 Network Protection & Threat Monitoring
- CMP 450 Machine Learning for Network Intrusion Detection

All courses 3 credits except as noted.



Bachelor of Science

# Finance

• CIP code 520801 • 120 credits

New student enrollment in this program has been suspended.

## Program Description

The Bachelor of Science in Finance presents a comprehensive financial management curriculum that equips students with the skills necessary to work in the areas of corporate finance, investments, economics, financial management, financial services and financial planning. Our students learn directly from practicing professionals, many of whom are distinguished leaders in their field. The Cambridge College teaching model gives students the opportunity to learn financial management theory in addition to effective, practical financial management techniques. By combining research, theory and practice, graduates will be prepared with the skills that will enable them to manage both people and complex financial projects and operations.

**Required courses** provide a dynamic academic framework which spans disciplines including corporate finance and investment, general management, strategic data analysis, purchase and sales of assets, dynamics of market forces, and institutional financial functions in different kinds of organizations. Additionally students will develop the analytical skills to understand key principles relating to the investment process within domestic and international markets

**Final Project** — Students complete a culminating research project in management related to their own personal and professional interests. Students demonstrate their mastery of financial management content and methodology, and apply their academic experience to a learning project that interests and challenges them.

## Learning Outcomes

Successful graduates will have a demonstrated understanding of:

- Understand basic management functions and apply them to organizational practice.
- Demonstrate ethical reasoning skills.
- Demonstrate the oral and written communication skills necessary for effective leadership.
- Use quantitative data to support organizational decision-making.
- Apply problem-solving skills to accomplish organizational goals.
- Demonstrate the ability to lead and actively participate in diverse teams.
- Analyze the interplay of businesses in the global marketplace.

## Careers and Further Study

Graduates of the finance degree program will be prepared for employment in a variety of finance-related capacities in corporate, for-profit, and non-profit organizations. Employment opportunities include but are not limited to financial analysis, investments, financial forecasting, and financial data analytics. Graduates will additionally possess a strong academic background to support graduate studies in business, finance, and management.

## General Education ..... 42 credits

See *Undergraduate Course Descriptions* on page 92.

LRN 175	Principles & Processes of Adult Learning	3
WRT 101	College Writing I	3
CTH 225	Foundations of Critical Thinking	3
MAT 101	College Math I	3
CMP 130	Introduction to Computer Applications	3
CMP 230	Digital Literacy	3
WRT 102	College Writing II	3
MAT 102	College Math II	3

WRT 101-102 and MAT 101-102 may be waived if equivalent courses have been accepted in transfer. Credits will be replaced with open electives. WRT 201 required if both WRT 101-102 are waived; not required for students completing WRT 101-102 at Cambridge. WRT 090 and MAT 100 required if assessment indicates need.

<b>Arts &amp; Humanities</b>	6
<b>Natural &amp; Physical Sciences</b>	6
<b>Social Sciences</b>	6

## Open Electives ..... 36 credits

Choose electives and/or concentrations to support your academic interests and professional goals.

## Finance Major ..... 42 credits

BSM 200	Introduction to Business	3
BSM 204	Financial Accounting	3
BSM 225	Fundamentals of Investment Management	3
BSM 300	Economics for Managers	3
BSM 315	Diversity in the Workplace	3
BSM 356	International Finance	3
BSM 357	Small Business Finance	3
BSM 405	Corporate Finance and Investments	3
BSM 412	Money and Banking	3
BSM 441	Business Ethics	3
BSM 442	Financial Management	3
BSM 496	Financial Services Operations	3
MAT 201	Introduction to Statistics	3

See course description under *Mathematics (MAT)* on page 106.

### Capstone

BSM 414	Strategic Management	3
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**Degree completion:** General education requirements may be satisfied by an associate's degree or 60 credits of prior courses that meet all general criteria for transfer; up to 90 credits may be accepted.





Bachelor of Science

# Health Care Management

• CIP code 510701 • 120 credits •

## Program Description

The Bachelor of Science in Health Care Management presents a comprehensive management curriculum that equips students with the skills necessary to work as managers in health care institutions. This curriculum is aligned with the practical and operational needs of today's health care institutions. Cambridge College students learn directly from practicing scholar-professionals, many of whom are distinguished health care business leaders. Faculty give students the best opportunity to learn management theory and effective, practical management operations, financial theory, tools and techniques, enabling decision making based on sound financial and managerial principles. By combining research, theory and practice, graduates will be prepared with the skills that will enable them to manage people and complex issues in the health care field.

## Learning Outcomes

Students will:

- Understand basic management functions and apply them to organizational practice.
- Demonstrate ethical reasoning skills.
- Demonstrate the oral and written communication skills necessary for effective leadership.
- Use quantitative data to support organizational decision-making.
- Apply problem-solving skills to accomplish organizational goals.
- Demonstrate the ability to lead and actively participate in diverse teams.
- Analyze the interplay of businesses in the global marketplace.

## Careers and Further Study

Graduates will be prepared for supervisory positions in health care organizations as team members, managers and administrators. The program also prepares students for graduate study in health care management.

**Online courses:** 50% or more of this program may be taken as fully-online course work. International students may take only one fully-online course in any term.

**Degree completion:** General education requirements may be satisfied by an associate's degree or 60 credits of prior courses that meet all general criteria for transfer; up to 90 credits may be accepted.

## General Education ..... 42 credits

See *Undergraduate Course Descriptions* on page 92.

LRN 175	Principles & Processes of Adult Learning	3
WRT 101	College Writing I	3
CTH 225	Foundations of Critical Thinking	3
MAT 101	College Math I	3
CMP 130	Introduction to Computer Applications	3
CMP 230	Digital Literacy	3
WRT 102	College Writing II	3
MAT 102	College Math II	3

WRT 101-102 and MAT 101-102 may be waived if equivalent courses have been accepted in transfer. Credits will be replaced with open electives. WRT 201 required if both WRT 101-102 are waived; not required for students completing WRT 101-102 at Cambridge. WRT 090 and MAT 100 required if assessment indicates need.

**Arts & Humanities** ..... 6

**Natural & Physical Sciences** ..... 6

**Social Sciences** ..... 6

## Open Electives ..... 36 credits

Choose electives and/or concentrations to support your academic interests and professional goals.

Recommended Electives:

BSM 315	Diversity in the Workplace	3
BSM 445	Organizational Theory & Behavior	3

## Health Care Management Major ..... 42 credits

BSM 203	Organizational Communication	3
BSM 204	Financial Accounting	3
BSM 300	Economics for Managers	3
BSM 305	Principles of Managing Organizations	3
BSM 340	Managing Information Systems & Databases	3
BSM 350	Comparative Health Care Systems	3
BSM 351	Human Resource Management in Health Care	3
BSM 354	Legal & Ethical Aspects of Health Care	3
BSM 442	Financial Management	3
HCM 300	Health Insurance & Reimbursement	3
HCM 301	Health Care Policy & Reform	3
MAT 201	Introduction to Statistics	3
	See course description under <i>Mathematics (MAT)</i> on page 106.	
SCI 339	Epidemiology & Public Health	3
	See course description under <i>Sciences (SCI)</i> on page 113.	

## Capstone

BSM 414	Strategic Management	3
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Bachelor of Science

# Management Studies

• CIP code 520201 • 120 credits •

## Program Description

The Bachelor of Science in Management presents a comprehensive management curriculum that equips students with the skills necessary to work in for-profit and not-for-profit organizations. Our students learn directly from practicing scholar-professionals, many of whom are distinguished area business leaders. The Cambridge College *practicing professional* teaching model gives students the opportunity to learn both management theory and effective, practical management techniques. By combining research, theory and practice, graduates will be prepared with the skills that will enable them to manage both people and complex issues.

**Required courses** provide a practical framework to the management curriculum, including the history of management theory, structures of for-profit and not-for-profit organizations, and theories of leadership. Students will gain knowledge of strategic planning, diversity issues in the workplace, financial requirements, human resource planning, and ethics. Along with these skills graduates will be prepared with an understanding of marketing and sales skills, and technological advances in the corporate and not-for-profit environments.

## Learning Outcomes

Students will:

- Understand basic management functions and apply them to organizational practice.
- Demonstrate ethical reasoning skills.
- Demonstrate the oral and written communication skills necessary for effective leadership.
- Use quantitative data to support organizational decision-making.
- Apply problem-solving skills to accomplish organizational goals.
- Demonstrate the ability to lead and actively participate in diverse teams.
- Analyze the interplay of businesses in the global marketplace..

## Careers and Further Study

Graduates will be prepared for employment as team members and managers within corporate and non-profit organizations. Areas of employment may include sales, marketing, finance, information technology, e-business, general management, human resources and hospitality.

The undergraduate management program additionally prepares students for graduate study in management, economics, finance, human resources, sales and marketing.

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

**Degree completion:** General education requirements may be satisfied by an associate's degree or 60 credits of prior courses that meet all general criteria for transfer; up to 90 credits may be accepted.

## General Education ..... 42 credits

See *Undergraduate Course Descriptions* on page 92.

LRN 175	Principles & Processes of Adult Learning	3
WRT 101	College Writing I	3
CTH 225	Foundations of Critical Thinking	3
MAT 101	College Math I	3
CMP 130	Introduction to Computer Applications	3
CMP 230	Digital Literacy	3
WRT 102	College Writing II	3
MAT 102	College Math II	3

WRT 101-102 and MAT 101-102 may be waived if equivalent courses have been accepted in transfer. Credits will be replaced with open electives. WRT 201 required if both WRT 101-102 are waived; not required for students completing WRT 101-102 at Cambridge. WRT 090 and MAT 100 required if assessment indicates need.

<b>Arts &amp; Humanities</b>	6
<b>Natural &amp; Physical Sciences</b>	6
<b>Social Sciences</b>	6

## Open Electives ..... 36 credits

Choose electives and/or concentrations to support your academic interests and professional goals.

## Management Studies Major ..... 42 credits

BSM 200	Introduction to Business	3
BSM 203	Organizational Communication	3
BSM 204	Financial Accounting	3
BSM 205	Marketing	3
BSM 300	Economics for Managers	3
BSM 315	Diversity in the Workplace	3
BSM 320	Operations Management	3
BSM 335	Human Resource Management	3
BSM 340	Managing Information Systems & Databases	3
BSM 441	Business Ethics	3
BSM 442	Financial Management	3
BSM 445	Organizational Theory & Behavior	3
MAT 201	Introduction to Statistics	3

See course description under *Mathematics (MAT)* on page 106.

## Capstone

BSM 414	Strategic Management	3
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Bachelor of Science

# Managerial Accounting

• CIP code 520201 • 120 credits •

## Program Description

The Bachelor of Science in Managerial Accounting gives students the skills and academic background to work in managerial accounting, and to sit for the Institute of Managerial Accountants' (IMA) Certified Managerial Accountant (CMA) examination\*. The curriculum focuses on the practical skills and knowledge-base which the IMA has identified as essential to the field, and these learning outcomes and coursework are directly aligned with the practical experience and academic requirements of the CMA certification examination. Graduates will be well prepared to work in this exciting and growing field, with both the knowledge and application-based training to make important institutional decisions based on sound financial principles.

\*Full IMA certification requires an earned bachelor's degree in finance, accounting or economics, successful passing of the CMA exam, and two years of documented work experience in preparation of financial statements, financial planning and analysis, auditing (external or internal), budget preparation and reporting, corporate investment decision making, or costing analysis (this experience requirement can be earned prior to, or within 7 years of passing the CMA examination).

## Learning Outcomes

Students will:

- Understand basic management functions and apply them to organizational practice.
- Demonstrate ethical reasoning skills.
- Demonstrate the oral and written communication skills necessary for effective leadership.
- Use quantitative data to support organizational decision-making.
- Apply problem-solving skills to accomplish organizational goals.
- Demonstrate the ability to lead and actively participate in diverse teams.
- Analyze the interplay of businesses in the global marketplace.

## Careers and Further Study

Graduates of the Managerial Accounting degree are well equipped to work in finance, book-keeping and accounting positions within private, public, profit and non-profit organizations. Additionally, students are prepared for graduate studies in accounting, finance and economics.

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

**Degree completion:** General education requirements may be satisfied by an associate's degree or 60 credits of prior courses that meet all general criteria for transfer; up to 90 credits may be accepted.

## General Education ..... 42 credits

See *Undergraduate Course Descriptions* on page 92.

LRN 175	Principles & Processes of Adult Learning	3
WRT 101	College Writing I	3
CTH 225	Foundations of Critical Thinking	3
MAT 101	College Math I	3
CMP 130	Introduction to Computer Applications	3
CMP 230	Digital Literacy	3
WRT 102	College Writing II	3
MAT 102	College Math II	3

WRT 101-102 and MAT 101-102 may be waived if equivalent courses have been accepted in transfer. Credits will be replaced with open electives. WRT 201 required if both WRT 101-102 are waived; not required for students completing WRT 101-102 at Cambridge. WRT 090 and MAT 100 required if assessment indicates need.

<b>Arts &amp; Humanities</b>	6
<b>Natural &amp; Physical Sciences</b>	6
<b>Social Sciences</b>	6

## Open Electives ..... 36 credits

Choose electives and/or concentrations to support your academic interests and professional goals.

## Managerial Accounting Major ..... 42 credits

BSM 204	Financial Accounting	3
BSM 315	Diversity in the Workplace	3
BSM 355	Performance Management	3
BSM 405	Corporate Finance and Investments	3
BSM 411	Planning, Budgeting and Forecasting	3
BSM 441	Business Ethics	3
BSM 442	Financial Management	3
BSM 456	Intermediate Financial Accounting	3
BSM 481	Cost Management & Internal Controls	3
BSM 482	Internal and External Auditing	3
BSM 493	Decision Analysis and Risk Management	3
BSM 494	Financial Statement Analysis	3
MAT 201	Introduction to Statistics	3

See course description under *Mathematics (MAT)* on page 106.

## Capstone

BSM 414	Strategic Management	3
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Bachelor of Science

# Marketing & Sales

• CIP code 521401 • 120 credits

New student enrollment in this program has been suspended.

## Program Description

The Bachelor of Science in Marketing and Sales provides students with focused, relevant training in corporate sales, sales management, marketing, product placement, and branding. Our students learn both theory and dynamic applications directly from practicing professionals, many of whom are distinguished leaders in their field.

**Eight required courses** form the core of the sales and marketing curriculum, and include topics ranging from marketing and sales strategies, marketing communication practices, processing and evaluation of strategic data, customer relationship management, and effective product placement. In addition, students select 15 credits (5 courses) from the suite of management offerings, including: the history of management; theories of leadership; general economic theory; diversity issues in the workplace; oral presentation skills; accounting and financial management; human resource planning, and ethics.

## Learning Outcomes

Students will:

- Understand basic management functions and apply them to organizational practice.
- Demonstrate ethical reasoning skills.
- Demonstrate the oral and written communication skills necessary for effective leadership.
- Use quantitative data to support organizational decision-making.
- Apply problem-solving skills to accomplish organizational goals.
- Demonstrate the ability to lead and actively participate in diverse teams.
- Analyze the interplay of businesses in the global marketplace.

## Careers and Further Study

Graduates of the sales and marketing degree program will be prepared for employment in a variety of sales/marketing-related capacities in corporate, for-profit, and non-profit organizations. Employment opportunities include but are not limited to corporate sales, general marketing, advertising, branding, digital media, and business communications. Graduates will possess a strong academic background to support graduate studies in sales, marketing, business, and management.

**Degree completion:** General education requirements may be satisfied by an associate's degree or 60 credits of prior courses that meet all general criteria for transfer; up to 90 credits may be accepted.

## General Education ..... 42 credits

See *Undergraduate Course Descriptions* on page 92.

LRN 175	Principles & Processes of Adult Learning	3
WRT 101	College Writing I	3
CTH 225	Foundations of Critical Thinking	3
MAT 101	College Math I	3
CMP 130	Introduction to Computer Applications	3
CMP 230	Digital Literacy	3
WRT 102	College Writing II	3
MAT 102	College Math II	3

WRT 101-102 and MAT 101-102 may be waived if equivalent courses have been accepted in transfer. Credits will be replaced with open electives. WRT 201 required if both WRT 101-102 are waived; not required for students completing WRT 101-102 at Cambridge. WRT 090 and MAT 100 required if assessment indicates need.

<b>Arts &amp; Humanities</b>	6
<b>Natural &amp; Physical Sciences</b>	6
<b>Social Sciences</b>	6

## Open Electives ..... 36 credits

Choose electives and/or concentrations to support your academic interests and professional goals.

## Marketing & Sales Major ..... 42 credits

### Core Requirements

BSM 200	Introduction to Business	3
BSM 205	Marketing	3
BSM 320	Operations Management	3
BSM 326	Strategies for Selling	3
BSM 327	Customer Relations Management	3
BSM 328	Marketing Communications	3
BSM 421	Digital Marketing	3
BSM 423	Business Analytics	3
BSM 424	Social Media Marketing	3
MAT 201	Statistics	3

See course description under *Mathematics (MAT)* on page 106.

### Major Electives — choose three courses below ..... 9

BSM 203	Organizational Communication	3
BSM 204	Financial Accounting	3
BSM 300	Economics for Managers	3
BSM 315	Diversity in the Workplace	3
BSM 335	Human Resource Management	3
BSM 340	Managing Information Systems & Databases	3
BSM 439	Consumer Behavior	3
BSM 441	Business Ethics	3
BSM 442	Financial Management	3

### Capstone

BSM 414	Strategic Management	3
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# Undergraduate Business & Technology Course Descriptions

## Computer Sciences (CMP)

### **CMP 130 Introduction to Computer Applications - 3 credits**

Assessment available. This course provides a hands-on introduction to the personal computer, Windows, word processing, spreadsheet, presentation software, the Internet, and an overview of Word, Excel and Power-Point uses. Students begin with the basics of each application and progress through intermediate level.

### **CMP 230 Digital Literacy - 3 credits**

Prerequisite: CMP 130 (course or portfolio) and familiarity with Windows and/or Mac operating system, or permission of instructor. Digital literacy is the ability to find, use, and share information using technology in order to excel in a digital world. Students will practice using a range of digital tools, including tools for searching and evaluating information and for creating and communicating digitally. Students will learn to select and use appropriate digital tools for a variety of settings including the classroom and workplace. Ethical and effective use of information will contribute to students' identities as effective digital citizens.

### **CMP 250 Fundamentals of Cybersecurity - 3 credits**

This course introduces the foundational concepts, principles, technologies and techniques employed in the field of Cybersecurity. Topics include but are not limited to: categories of threats, information security architecture, hacking techniques, malware, and contemporary technologies to identify and combat cybersecurity incidents. The interactive framework of the course will provide students with the practical experience in identifying, assessing and responding to a range of Cybersecurity threats.

### **CMP 255 Information Security Foundations - 3 credits**

This course expands upon the concepts and applications introduced in CMP 250 by providing an in-depth survey of network operating systems, network security, software security, and web security. Students will investigate and analyze some of the more popular attack tools and techniques like Malware, SQL Injection, and Zero Day Exploits. Additionally, concepts of access control, applied cryptography, and legal and ethical issues are covered. Prerequisite: CMP 250 or permission of instructor.

### **CMP 260 EndPoint and Infrastructure Security - 3 credits**

This course introduces students to basics of endpoint security including mobile threat defense, endpoint detection and response, and system hardening. It also entails configuration and troubleshooting endpoint and networking hardware components. Students gain hands-on experience of large scale system management through technologies such as mobile device management, Windows group policy, Puppet, Chef, Ansible, Salt, Jamf, Altiris and other technologies used to manage thousands of systems.

### **CMP 270 Operating Systems, Applications, and Services - 3 credits**

This course provides a review of the major computer operating systems in use today. Although there are several Client Operating Systems (COS) available, the most commonly used is the Microsoft Windows system, followed by Linux and Apple OSX. Students will learn both hardware and software mechanisms designed to protect the OS.

### **CMP 280 Network Security and Communications - 3 credits**

This course will cover general digital security, cryptography, network attacks, wireless security, application security, device security, identity management, risk mitigation, and cybersecurity tools used by industry professionals. Learners will be prepared for the CompTIA (Information Security Specialist) Security + Exam through this comprehensive course. The Security+ certification is considered an essential qualification for IT security professionals in the workforce.

### **CMP 300 Digital Forensics - 3 credits**

This course introduces learners to the science of digital investigation. Topics include laws the digital investigator will use in their craft, privacy considerations, performing data evidence acquisition and analysis, Internet & Email forensics, E-Discovery, and the latest computer forensic tools.

### **CMP 310 Computer and Network Support: Part I - 3 credits**

This is the first of two classes that provides the technical skills and knowledge students need to be successful in entry-level IT careers. Through a combination of lecture and hands-on work, students learn about PC hardware, operating systems, and basic networking.

### **CMP 320 Computer and Network Support: Part II - 3 credits**

Prerequisite: CMP 310. This is the second of two classes that provides the technical skills and knowledge students need to be successful in entry-level IT careers. Through a combination of lecture and hands-on work, students build on their existing knowledge of networking and learn PC imaging, operating system installation, and helpdesk soft skills.

### **CMP 330 Web Production I - 3 credits**

This is the first of a two-part course on design and implementation of full-featured, interactive websites. Students become familiar with the principles of effective web design. They learn the tools and applications necessary to develop the front-ends to effective and dynamic web sites. Through hand coding and the use of WYSIWYG editors such as Dreamweaver, students develop proficiency in HTML, Cascading Style Sheets, and JavaScript.

### **CMP 340 Web Production II - 3 credits**

This is the second of a two-part course on design and implementation of full-featured, interactive websites. Students tackle back-end issues pertaining to web development. First, they get an understanding of web/database interactions, and then learn to use various coding techniques and applications to create and manage these interactions. Moreover, students put their skills to use on various real-life projects for real external clients. Prerequisite: CMP 330.

### **CMP 341 Incident Response - 3 credits**

This course prepares learners for contingency planning in the event of a cybersecurity incident or emergency. An integral component to organizational readiness is the development of an incident response plan. Boards and management will rely on IT security professionals to aid in their development. This course guides learners through the creation of an incident response plan: incident detection and decision-making, the organization of a computer incident response team (CSIRT), response strategies, and recovery.

### **CMP 350 Cybersecurity Communications - 3 credits**

This course focuses on key elements of crisis management—preceding, during, and after a cybersecurity crisis. Students will learn and practice the elements of the crisis management process: prevention, preparation, response and long-term communication strategies. Emphasis will be placed on practical applications of crisis communications theory, with the use of case studies and perspectives from top crisis expert practitioners.

### **CMP 390 Emerging Technologies - 3 credits**

This course explores the rapid adoption of emerging technology and the growing implications for the security and privacy landscape. As emerging technology grows in all aspects of our lives, there is emerging a parallel, ongoing increase and evolution in cybersecurity risks. As this rapid adoption of new technology continues to explode, along with the volume of data sources in combination with the creativity of bad actors, the risk for organizations are increasingly growing. This course will allow students the opportunity to explore how emerging technologies such as IoT and AI are changing the threat landscape.

### **CMP 400 Cloud Network Security - 3 credits**

This course covers the ground-up fundamentals of implementing policies, controls, procedures and technologies that work together to protect cloud-based systems, data, and infrastructure. A basic understanding to the cloud and the concepts, and technologies associated with it. The course will delve into not only how public and private cloud security works but the known risk and challenges it can pose for an organization.

### **CMP 401 Wireless Technology and Security - 3 credits**

This course will cover the fundamentals of wireless security. Students will be introduced to the issues and technologies involved in designing and securing a wireless network from various passive and active attacks.

### **CMP 415 Network and Digital Forensics Investigation**

This course presents an in-depth examination of digital forensics. Students will learn advanced cyber-investigatory techniques including collecting and preserving digital evidence, cybercrime defenses, mobile forensics, network forensics, endpoint forensics, case studies, and the latest forensic tools in the industry to combat cybercrime.

### **CMP 435 Network Protection and Threat Monitoring**

Learners take an advanced look into the world of network intrusion analysis. Advanced intrusion methodologies, incident response, data analysis, malware analysis, network analysis, and advanced reporting are covered within this course.

### **CMP 450 Machine Learning for Network Intrusion Detection**

Cybercriminals are using machine learning to launch large-scale and sophisticated attacks. Machine learning and AI provides the ability to uncover patterns and vulnerabilities that may be difficult for human security team to find. This class teaches students how some businesses are embracing machine learning-based security tools to identify and fight off cyber-attacks.

## **Management (BSM)**

### **BSM 101 Business Writing - 3 credits**

The course presents an introduction to the demands of business writing. Students learn how to develop the skills for effective written business communication including idea formulation, research, outlining, drafting, revising, peer editing, and presentation skills. Students will demonstrate an understanding of the relationship between reading and writing as well as the relationship between writers and their audience. They will gain a better understanding of the writing process. They will also acquire the tools to help them think conceptually, read critically, and write analytically. In the process they will learn the importance of, and how to, understand and better evaluate what they read. The course will provide opportunities to evaluate and discuss the ideas of their peers while learning to use these ideas as starting points in their own critical thinking, questioning, and idea development. This course will provide opportunities for students to understand their role as writers as well as their role as critics of each other's writing. As this course relies heavily on discussing assigned readings and on questioning various elements and tools of the writing process, active participation is mandatory; this class will only be as successful as the students make it!

### **BSM 125 Computer Networking and Support Internship - 3 credits**

The internship experience provides students with the opportunity to put into practice the technical and support skills that they learn in the classroom and to gain valuable business experience working in a corporate environment. Under the guidance of the instructor and the internship supervisor, the student works on a helpdesk and/or provides desktop support in a professional environment. Students continue to build their computer networking and support skills through attending learning sessions and through use of journals and other writings and research.

### **BSM 126 Business Essentials - 3 credits**

BSM 126 explores the definitions and practice of professionalism in contemporary corporate environments, and how professional behaviors and habits positively impact an individual's success. Students learn how developing a professional persona and personal brand work to positively impact productivity and success in different professional environments, and to understand the importance of maintaining professional standards in the workplace. We review best practices and techniques for professional networking, identifying mentors and allies, developing interpersonal skills, managing corporate workplace standards through vertical and horizontal relationships, maintaining self-awareness, engaging in timely self-advocacy, and building trust with coworkers.

**BSM 130 Customer Service Essentials - 3 credits**

While manufacturing jobs have dwindled in the United States, the service sector has been on a rapid increase. Consequently, service related roles have been on a rapid increase. Often we think of customer service roles that are characterized as low wage, simple and repetitive. However, nothing could be further from the truth. Service roles vary from industry sector to sector. Roles range from helpdesk functions to more sophisticated consultative roles in finance, accounting, and human resources. In the ever increasing global market, service remains a hotly contested market. All service functions and roles require in-depth customer knowledge, attentiveness to detail, quality standards and a high level of dedication to the customer. This course's primary purpose is to equip students with the varied knowledge, skills and attitudes to be an integral part of an ever-evolving sector and organizational function.

**BSM 200 Introduction to Business - 3 credits**

Students learn how American business operates. The course begins with a study of business in its broader perspective, looking at the context within which American business fits, and the investment markets which provide the capital needed to grow. The external factors influencing business development and the role business plays in the world economy are examined. The course then focuses on the internal organization and the operations of American business, highlighting major issues associated with managing functional areas of a business, such as marketing, production, technology, and supply chain management. In the later part of the course, financial management, both personal and business, and financial institutions are studied.

**BSM 201 Introduction to Wellness in the Workplace - 3 credits**

With the cost of health care continually rising, there is increasing interest among employers to find effective ways to improve health while lowering costs. This course will provide students with an overview of the impact of bringing wellness initiatives into the workplace. In this introduction to workplace wellness, students will identify the elements of wellness, characteristics of wellness programs and the return on the investment for companies who have invested in wellness within their organizations, such as reduction of health care costs, reduced rates of absenteeism, increased productivity, improved morale and retention. They will identify how various elements of wellness can be introduced in the workplace and how organizations can sustain a culture of wellness.

**BSM 203 Organizational Communication - 3 credits**

This course focuses on developing the communication skills necessary to be an effective member of an organization. Students will apply basic communication principles to the creation of effective business documents and oral presentations. The role of communication in team building and the use of technology to enhance messages will also be emphasized.

**BSM 204 Financial Accounting - 3 credits**

This course introduces the principles that govern financial accounting systems and the income statement and balance sheet that are the principal end products. Students learn how accounting information is used to evaluate the performance and financial status of private, non-profit and public organizations. The course emphasizes the use of accounting information by managers within the organization and by shareholders, lenders, and other outside parties. Basic accounting terms and concepts, and the language of financial management are presented as well as the essentials of the accounting process. The course also builds an awareness of the ethical, information and regulatory environment of accounting.

**BSM 205 Marketing - 3 credits**

In this course, students master the basic principles and practices of modern marketing. The course offers a broad overview of the nature and fundamentals of marketing activity. It provides an introduction to managing the marketing activities of an organization including marketing information systems and research, the marketing organizational system, and the marketing planning and control system. Topics include analysis of the global marketing environment of the firm, market research, customer and client analysis, target marketing and segmentation, product and service planning, pricing, communications, advertising and sales promotion, distribution management, and the development of marketing and sales strategies and plans. The use of marketing concepts and tools by nonprofit organizations is discussed.

**BSM 225 Fundamentals of Investment Management - 3 credits**

Fundamentals of Investment Management provides an introduction to the financial industry and develops an understanding of the players, markets, economic interplay, products, clients and functional processing that exist in the world of investments. Subjects covered include the history of financial services, evolution of the industry, risk and return, industry laws and regulatory agencies, how the industry makes money, credits, exchanges and redemptions.

**BSM 300 Economics for Managers - 3 credits**

This course provides an overview of economics and establishes a foundation and vocabulary for future courses. It gives an applied, practical introduction to macroeconomics and microeconomics. At the macro-economic level the course helps the learner understand how the American economy functions, and what impact changes in the economy may have on the individual and the organization, as well as the impact of the global economy. At the microeconomic level the course examines how individuals and firms make economic decisions. This knowledge becomes the basis of understanding key concepts of supply, demand and pricing, as well as average and marginal costs and breakeven analysis.

**BSM 305 Principles of Managing Organizations - 3 credits**

This course focuses on the evolution of traditional and modern management theories, practices and behaviors for planning, organizing, leading and controlling in organizations, and considers the contemporary and changing forces that challenge the practice of management. It helps students understand the importance of the environment in which managers function, and explores the processes of strategic, operational and tactical planning. It considers various organizational structures, the contexts for which they are best suited, and the role of communication, decision-making and leadership in managing organizations. It also discusses the principles of organizational control and the role of control systems in improving organizational productivity and efficiency.

**BSM 315 Diversity in the Workplace - 3 credits**

This course looks at the significance of diversity in management and the implications of diversity for how organizations are organized and how they function. The changing demographics of the workplace are examined and the significance of diversity for domestic and international business are discussed. Organizational approaches to diversity are examined and analyzed. The course attempts to engage differences within the class and help students develop leadership skills for managing diversity, including consensus building, conflict resolution and talking through differences.

**BSM 320 Operations Management - 3 credits**

This course covers the essentials of the operating systems of manufacturing and service organizations that convert materials and other resources into finished goods and services. Topics covered include key performance metrics, process mapping and analysis, product and process design, new product introduction, supply chain management, plant location and capacity planning, total quality and effective resource management. The goal is to understand the concept of total product life cycle management, and the effect of strategy in the operations role, as well as tactical issues such as inventory control, quality assurance and operations scheduling. The course also discusses recent developments such as computer-integrated manufacturing, flexible-manufacturing systems, and just in time inventory. It considers the interrelationship of operations decisions with marketing, finance and the overall strategy of the organization.

**BSM 326 Strategies for Selling - 3 credits**

Successful selling requires good communication skills and an understanding of the stages of a sales call. Often a technical person who knows a product or services needs to be more effective in selling that product or service. This course presents a systematic approach to selling. This course is ideal for those who want to learn how to communicate in a more effective manner and to learn how to best present themselves and their products or ideas. The course explores the interrelationships between the psychological and technical aspects of the sales process. It helps develop and sharpen one's interviewing skills.

**BSM 327 Customer Relations Management - 3 credits**

Prerequisites: BSM 205 and BSM 326. Students will gain an understanding of Customer Relations Management (CRM) and how to implement CRM tools. Students will examine a holistic approach to using CRM, which can result in customer retention optimization, improved customer value management, and more effective customer service processes. The course will draw on the best practices of CRM which include compiling data from marketing, sales and financial analytics.

**BSM 328 Marketing Communications - 3 credits**

Prerequisite: BSM 205. This course will provide the skills for Marketers to craft an organization's message, so its identity, purpose, and product/service is conveyed to potential customers and the general public. In this course the use of advertising, public relations, and various media are employed to develop content and substance for the broadcast of these messages to the intended audience. An examination of current examples; combined with the hands on development of a comprehensive communication plan, students develop skills that can be immediately applied in the workplace.

**BSM 331 Principles and Practices of Consumer Credit - 3 credits**

This course defines and examines consumer lending basics including regulations, credit policy, operations, loan closings and loan servicing, product knowledge and the decision-making process. The focus is on how to make an appropriate consumer loan by using a decision-making process which includes interviewing, investigating and knowing various loan products. This course includes lecture material and related case studies for students to develop fundamental credit skills and sound lending judgement.

**BSM 333 Statistics for Business - 3 credits**

Business Statistics presents the use of quantitative methods to define, analyze and choose among business alternatives. The scientific method of problem solving is presented to provide systematic analysis, selection and evaluation of business alternatives. Various statistical tools are introduced to collect, study and use information in support of rational business decision-making. Topics include decision-making under uncertainty, evaluating independent and dependent alternatives, selection of alternatives given limited resources, forecasting and simulation modeling.

**BSM 334 Principles of Banking - 3 credits**

This course covers the history, purpose and function of banking. It examines how banks, in today's competitive and changing economic environment, serve the financial needs of individuals, businesses, and the government. The course will also compare the financial services offered through traditional banking institutions and other financial service providers.

**BSM 335 Human Resource Management - 3 credits**

This introductory course surveys what current and aspiring general managers need to know about personnel and human resource management in business and nonprofit organizations. It is for students who are exploring career opportunities in personnel management rather than experienced personnel specialists. The course covers staff recruitment and selection, performance evaluation, compensation, and management training. It considers the impact of human resource policies on productivity, employee morale and turnover. It also covers the promotion of equal employment opportunity, with discussion of recent court decisions, government regulations, and technical advances that affect the personnel management function.

**BSM 340 Managing Information Systems and Databases - 3 credits**

Prerequisite: CMP 130 Introduction to Computer Applications. This course presents the fundamentals of management information systems and provides an overview of the issues managers face in the selection, use, and management of information technologies/information systems (IT/IS). The use of IT/IS and e-commerce as key enablers of competitive global business and social change will be emphasized. Topics covered will include the basic concepts of computer hardware, software, telecommunications, networks, and database systems. The course also examines IT/IS ethical standards, security, enterprise systems, DSS, knowledge management systems, expert systems, and AI.

**BSM 350 Comparative Health Care Systems - 3 credits**

This course surveys the historic development, organization and unique characteristics of the health care delivery system in the US. We explore the history and functions of health care providers in America; contrast that history and structure with those of other developed nations, discuss organizational patterns of health care facilities, current payment and reimbursement systems, external accrediting agencies, governmental regulation, and medical staff organization.



**BSM 351 Human Resource Management in Health Care - 3 credits**

This course provides an essential overview of policies, practices, and organizational structures within human resources management in health care settings. Students will compare and contrast the relationship between human resources management and general management; explore the roles, responsibilities, requirements and expectations of human resource management in health care organizations; review compensation and benefits, recruitment, selection and retention of staff, training and development, and other topics in the field of human resources management in health care.

**BSM 352 Health Care Economics - 3 credits**

This course is designed to give students an understanding of the fundamental characteristics, structures, policies and practices of health care economics in the United States. Students will develop an understanding of health care markets, including supply and demand, delivery, production, services, and costs. Additionally, this course explores practical economic analysis, a survey of insurance policies and programs, and a review of current regulations in health care.

**BSM 354 Legal and Ethical Aspects of Health Care - 3 credits**

This health law course surveys current federal and state regulatory structures and policies governing the provision of healthcare. Students will learn about professional licensure, malpractice, the provider-patient relationship, informed consent, the regulation of healthcare facilities, the organization of healthcare entities (such as integrated delivery systems), the regulation of health insurers and managed care providers, managed care liability, Medicare/Medicaid, federal self-referral and "anti-kickback" prohibitions, and other ethical topics.

**BSM 355 Performance Management - 3 credits**

Performance Management investigates control and performance evaluation, including revenues, costs, profits, and investment in assets. We emphasize the importance of understanding variance analysis based on flexible budgets and standard costs of operations in small, medium and large institutions. Additionally, this course reviews responsibility-accounting for revenue, operational costs, contribution and profit centers, and developing a balanced score card.

**BSM 356 International Finance - 3 credits**

Prerequisite: BSM 442. This course describes how businesses evolve into multinational corporations (MNCs) in order to capitalize on international opportunities. Assessing the international environment, comparing various strategies, and how to manage risk will be emphasized. The course will describe the relationship between exchange rates and economic variables. Motives for direct foreign investment, multinational capital budgeting, trade financing, and international cash management will be covered.

**BSM 357 Small Business Finance - 3 credits**

Prerequisite: BSM 225 and BSM 442. This course provides an understanding of the financial requirements needed to manage a small business. Students will learn the elements of financial statement analysis, which reports to analyze, financial planning, capital budgeting, investment management, risk, profitability and forecasting. In addition students will learn how to make numbers align with goals, and what questions to ask their accountants to ensure the development of strategies that provide optimal tax advantages.

**BSM 401 Health Care Management Fundamentals - 3 credits**

Hospitals and other health service organizations are critical to our well-being. Skilled management is required to provide these sophisticated services. Health care managers must be knowledgeable in budgeting, capacity planning, process and job simulation and quality control. The course covers the planning, coordinating and management of these complex resources and skills needed to provide quality health care at affordable costs.

**BSM 402 Grant Writing and Fund Raising - 3 credits**

A critical skill in business, especially for non-profit organizations, is the ability to raise money by fund raising and grants. This covers the planning and proposal development phases of grant writing, strategies for fund raising, identifying and qualifying potential donors, and grant administration. Hands-on activities provide practice in the skills of grant preparation.

**BSM 403 Personal Finance - 3 credits**

Personal Finance develops an understanding of the financial alternatives from which an individual must choose in making their personal financial decisions. Subjects covered include financial goal setting, budgeting, financial institutions, consumer credit, insurance and investing.

**BSM 404 Social Media for Community Businesses - 3 credits**

Community and small businesses often gain a competitive advantage through the use of social media that builds upon their local connections and commitments. However, small businesses typically operate without a formalized marketing department, or the necessary training to use social media as a tool to listen to and engage more effectively with their customer communities. Social Media for Community Businesses is a fundamentals course designed to provide training in the use of social media to promote service and product awareness, community engagement, and customer interaction.

**BSM 405 Corporate Finance and Investments - 3 credits**

This advanced finance course serves as a detailed exploration of corporate finance and investments, and covers contemporary theories and practices of financial decision-making within corporations. Topics include types and measure of financial risk, portfolio management, options and futures, capital instruments for long-term financing, dividend policy, cost of capital, raising capital, managing and financing working capital, mergers and acquisitions, and international finance. We also review cash flow estimates, discounted cash flow concepts, net present value, internal rate of return, non-discounting analysis techniques, income tax implications for investment decisions, ranking investment projects, real options, and valuation models.

**BSM 406 Introduction to E-Business - 3 credits**

The course explores the systems, opportunities, challenges and strategies involved in successfully developing and maintaining electronic business. Issues covered include infrastructure design, server management, implementation, security, e-business strategy and marketing. It provides an overview of the key technologies for electronic commerce on the Internet, and reviews current trends and extensions to the technology of the World Wide Web. Electronic payment systems and related issues pertaining to authentication, security and privacy are covered. Organizational applications are explored, and the different business models underlying various types of business-consumer, business-business and intra-organizational commerce applications are analyzed. Students are also introduced to the key legal, ethical and policy issues underlying the use of electronic commerce.

**BSM 407 International Business - 3 credits**

International Business explores the challenges of managing across national borders and the complexities imposed by operating in multiple markets during an era of rapid globalization. The course examines the ethical and cultural context within which global managers must function and the strategic, organizational, and functional challenges the international environment poses for an effective global manager.

**BSM 408 Business Law - 3 credits**

This course provides an overview of the U.S. legal system and discusses current issues in business law and ethics. Topics include the role of the legal system in business commerce, consumer pricing, competition and global competitiveness. Students develop knowledge of the Uniform Commercial Code as it relates to the law of sales, commercial paper, and secured transactions. Special attention is given to the importance of ethics in business and potential ethical dilemmas.

**BSM 409 Budget Preparation and Reporting - 3 credits**

This course introduces students to the techniques and tools used in the development and reporting of budgets. A budget is an institution or department's structured plan which projects or anticipates the desired outcome of financial activity for a specific set of resources for a fixed period. Specific areas of study within this course include: estimated revenues and expenditures; asset receipts; liability receipts; expenditure receipts; internal revenues; internal revenue transfers; capital fund internal revenues, and interest on outstanding accounts/notes receivable. We discuss and analyze various types of expenditures, and how funds are distributed to best serve an institution's strategic plan.

**BSM 410 Entrepreneurship - 3 credits**

Entrepreneurship explores the challenges and rewards of operating a small business. Areas studied include opportunity evaluation, location, marketing, financing, organizing and operating start-up and small business. Of special interest are the issues of success and growth management.

**BSM 411 Planning, Budgeting and Forecasting - 3 credits**

Prerequisite: BSM 333 Business Statistics. This course examines the financial planning process within private, public and non-profit institutions, and includes a review of standard budgeting concepts, annual profit plans and supporting schedules. Students will analyze different types of budgets, including activity-based budgeting, project budgeting, and flexible budgeting. This course will also investigate top-level planning and analysis within organizations, and strategies for forecasting; including quantitative methods such as regression analysis and learning curves.

**BSM 412 Money and Banking - 3 credits**

Prerequisite BSM 300. For anyone in business it is important to understand the influence that the banking system has upon interest rates, economic growth, and price and employment stability. This course covers the banking system, credit, money and interest rates, and the interrelationship between the domestic and international financial institutions. The course begins by studying monetary systems from 5000 BC to modern times. Students learn how our economies evolved from barter societies to new forms of money such as credit cards and electronic funds transfer. Next, the course presents the commercial banking systems in the U.S. and foreign countries. Then the course covers the role of the Federal Reserve

System's and other nations' central banks in influencing a country's economic status. Then a more detailed analysis of bank operations is presented and the analysis is expanded to other types of financial institutions such as savings banks, credit unions, mortgage companies and government agencies. Finally, international banking institutions and international monetary exchanges are studied.

**BSM 413 Strategic Business Planning - 3 credits**

Strategic Business Planning explores strategic planning from the general manager's viewpoint. The course covers the range of strategic decision-making from establishing a strategic vision and mission, setting objectives, crafting and executing a strategy to achieve the objectives and evaluating performance and initiating corrective adjustments.

**BSM 414 Strategic Management - 3 credits**

Prerequisite: WRT 101 and WRT 102, or WRT 201. The principles and tools of the strategic management process are the focus of this integrative course. Students will apply the knowledge and skills developed in the functional areas of management to formulate competitive, sustainable organizational strategies. Extensive use of case studies and simulations will require the ability to think critically and communicate clearly. The ethics of strategy implementation will also be emphasized.

**BSM 415 Leadership Models - 3 credits**

Constant changes in the world and fast-paced changes in technology call for effective leaders with vision. Leaders are the Change Agents. The course examines effective approaches to leadership. What constitutes an effective leader? What are the significant differences between leaders and managers? What importance does power hold in the transition process? The course analyzes leadership models, problem solving, ethics, strategic styles of interaction, decision-making techniques, and effective strategies for implementation of goals.

**BSM 418 Internet Technologies - 3 credits**

Internet Technologies presents an overview of current and emerging technologies relevant to electronic commerce. Topics include communications and networking, the Internet, programming languages, security, databases and archiving, web authoring tools, multimedia, transaction processing, search engines, and data mining. Students learn the function and interrelation of component e-commerce technologies and the modern vocabulary of e-commerce technology.

**BSM 420 Internet Marketing - 3 credits**

The course addresses marketing on the Internet. Integrating web marketing activities into organizational marketing strategies is a major challenge for ongoing businesses and startups alike. This course focuses on the capabilities that allow business and nonprofit organizations to develop distinctive marketing approaches on the Internet. Throughout, it emphasizes the role of Internet marketing in the overall marketing strategy of an organization as well as the need for careful integration between strategies executed in cyberspace and in the physical world. Students analyze varied Internet marketing cases and develop marketing plans that include major Internet elements.

**BSM 421 Digital Marketing (DMM) - 3 credits**

Prerequisite: BSM 205. This course will emphasize the role of digital marketing in the overall marketing strategy of an organization, integrating on line and off line (TV, SMS [Short Message Service- text messaging], Radio, display advertising) marketing channels. Students will also learn how to identify customer needs and utilize social media, search engine optimization, content marketing, and email to successfully target desired audiences.

**BSM 423 Business Analytics - 3 credits**

Prerequisites: BSM 205, BSM 421, and MAT 201. In this course the student will develop a working understanding of the principles of organizational data analysis. Students will learn how to apply scientifically based strategies to create decision-making frameworks based on how a clear understanding of data collection and analysis positively influences institutional outcomes.

**BSM 424 Social Media Marketing (SMM) - 3 credits**

Prerequisite: BSM 205 or permission of instructor. This course focuses on social media platforms that allow business and nonprofit organizations to develop distinctive marketing approaches using Social Media. Throughout, it emphasizes the role of social media marketing in the overall digital marketing strategy of an organization. Students learn how to develop social media marketing content directed at targeted audiences, where the exchange of information between content providers and the targeted audience include major internet elements.

**BSM 430 Nonprofit Organization Management - 3 credits**

Nonprofit organizations are making an increased contribution to our society and economy on a domestic and global level. Managers of nonprofits face many of the issues faced by for-profit entities as well as the managerial, organizational, human resource and legal issues of nonprofits. The course explores the challenges faced by non-profit managers and approaches used to respond.

**BSM 431 Introduction to Hotel and Restaurant Operations - 3 credits**

Prerequisite: BSM 200. This course will introduce students to hotel and restaurant industry and provide an overview of the different functions within the field. Students will gain a basic understanding of the restaurant and hospitality industry. Students will also gain an understanding of the evolution of the industry and explore current trends. The course will be delivered through a variety of lectures, site visits and class projects.

**BSM 432 Hospitality Operations Management - 3 credits**

Students will analyze the workings of a restaurant from all operational perspectives. These include menu design, location analysis, physical layout, front- and back-of-the-house design, and back-of-the-house work flow. This course will integrate material taught in other classes and result in an understanding of and appreciation for the complex world of successful restaurant operations.

**BSM 433 Hospitality Marketing, Sales and Food Promotion - 3 credits**

Prerequisite: BSM 205. This course examines the principles of menu pricing, food and drink development and enhancement. The course will also provide students with the ability to properly develop marketing plans and understand how to target the appropriate

customer base. Topics will include forecasting product requirements, researching menu trends, competitive analysis of restaurant concepts and how to manage the development of marketing concepts to target markets. Topics will also include personal selling by waitstaff, advertising, and public relations. Students will develop marketing plans and analyze current merchandising plans for food products and services.

**BSM 434 Advanced Hospitality Operations - 3 credits**

Prerequisite : BSM 431. This course will emphasize customer service, industry trends, sales, and merchandising. Students will explore the details that are necessary to create and maintain reservation and point of purchase systems. Students will learn how to plan and control inventory, learn the latest merchandising products and services and learn how to utilize customer relations management techniques and technology.

**BSM 435 Food and Beverage Cost Control - 3 credits**

Prerequisites: MAT 102 and BSM 204. This course will examine the information and skills necessary to analyze and improve the profitability of a foodservice establishment. Topics include forecasting sales, and controlling labor and food costs. Students will also analyze the complete purchasing cycle of a restaurant, beginning with product and vendor selection.

**BSM 436 Legal Issues in the Hospitality Industry - 3 credits**

Prerequisite: BSM 200. This course gives students an overview of the legal issues surrounding the operations of a hospitality facility. Students will leave with an understanding of their legal obligations as an employer, business owner, and manager. This course will also give students an understanding of the legal concepts that are very specific to the hospitality industry such as ServSafe.

**BSM 437 Current Trends and Issues in the Hospitality Industry - 3 credits**

Must be taken in the student's final semester. This course will explore issues that currently impact the hospitality industry in the local, national and international arenas. The course will deal with employee development and assessment.

**BSM 438 Hospitality Industry Internship - 3 credits**

Prerequisite: BSM 200. The internship provides participants with practical experience within an actual food service or hotel operation.

**BSM 439 Consumer Behavior - 3 credits**

Focuses on the basic concepts of consumer behavior in a variety of contexts. Understanding the decision process, attitude, and behavior of buyers is essential to developing marketing plans in today's competitive marketplace in which sophisticated customer relationship management approaches are dependent upon knowing the customer. Considers the major theoretical approaches to consumer behavior and examines how the concepts of affect and cognition, behavior, learning, and the environment can be used to design and maintain an effective marketing strategy. Offers students an opportunity to also gain a better understanding of their own buying behavior.

**BSM 441 Business Ethics - 3 credits**

Business Ethics provides an in-depth understanding of the ethical, social and political context of organizations today. It approaches social problems with an ethical framework for choosing among alternative courses of action. The course emphasizes the application of ethical reasoning to real business and management situations, problems and decision-making.

**BSM 442 Financial Management - 3 credits**

This course provides tools for managing business funds and making decisions that will affect the financial position of an organization. Students gain an understanding of financial analysis and its use in planning and control functions. Capital budgeting, discounted cash flow, and present/future value techniques are presented as well as the capital formation process, the advantages and disadvantages of various capital structures, and the long and short term uses of capital. Students gain an understanding of the workings of financial markets and institutions, financial instruments, and the domestic and international financial environment. Prerequisite: BSM 204.

**BSM 445 Organizational Theory and Behavior - 3 credits**

This course examines the factors which influence individual, group and firm behavior in the work place. Topics include communication, motivation, group dynamics, leadership, power, and organizational design and development. Theories and frameworks, case discussions and skill-building exercises are used to understand and apply each topic. Class sessions and assignments help participants acquire the skills that managers need to improve organizational relationships and performance.

**BSM 456 Intermediate Financial Accounting - 3 credits**

Considerable attention will be given to examples from current accounting practice and the reporting requirements promulgated by the Financial Accounting Standards Board. The focus is on an external user perspective and financial accounting standards promulgated in the U.S.; however, international contrasts and/or constituencies are brought into the discussion of many of our topics. Ethical considerations and impact on various stakeholders are also an important component of our study of financial reporting practices. The course is for students preparing to become practicing accountants in either the public or private sector. In addition to prospective practicing accountants, the course provides valuable background for those looking forward to various managerial or financial careers.

**BSM 460 Database Management - 3 credits**

This course introduces the fundamental concepts necessary to design, use, implement and administer database systems. The course stresses the fundamentals of database modeling and design, the languages and facilities provided by database management systems, and the techniques for implementing and administering database systems. Students learn how to use SQL to create, update and query a relational database, build a database application, and perform basic database administration tasks. Data integrity and transaction controls techniques and the impact of networks and client-server architecture on database management systems are discussed.

**BSM 465 Negotiation and Conflict Management - 3 credits**

Networked organizations present different challenges for the negotiation and conflict resolution skills of managers. The fact that today's networked organizations are less hierarchical and more global makes negotiation at every level a necessity and increases the potential for conflict, while the lack of face-to-face communication

and long-standing relationships make the resolution of conflict more difficult. This course examines the basic theories of integrative bargaining and problem solving and helps extend these models to the current realities of distributed work and collaboration. Through case studies and experiential exercises students analyze the processes of diagnosing conflict, planning for negotiation, and implementing solutions within networked organizations; and develop conflict resolution skills.

**BSM 470 Project Management - 3 credits**

This course introduces the principles of project management. In today's organizations, work is increasingly being organized in the form of temporary projects. The project manager is responsible for pulling together resources from across the organization and for delivering results on time. The course provides an overview of the basic management principles and procedures involved in starting, managing, controlling and terminating a project successfully. Topics covered include the project management process, controlling and managing a project, selecting the project team, understanding the relationships of projects to organizational goals, defining project scope, project scheduling, control and coordination techniques.

**BSM 475 Information Technology - 3 credits**

Technology is an integral part of every manager's work. An understanding of computer technologies is essential for today's successful manager. The course presents an overview of computer technology, its use, and strategic value across the enterprise environment. Subjects include hardware, software, security, networking and databases.

**BSM 480 Small Business Accounting - 3 credits**

Prerequisites: BSM 204, BSM 442, and BSM 456. This course introduces accounting concepts and procedures relating to small business. Content includes a basic overview of the accounting cycle, data entry using manual and computerized systems, analysis and use of financial statement data.

**BSM 481 Cost Management and Internal Controls - 3 credits**

This course explores cost concepts, flows and terminology. Students investigate alternative cost objectives; cost measurement concepts, and cost accumulation systems including job order costing, process costing, and activity-based costing. Additionally we discuss overhead cost allocation; operational efficiency and business process performance topics such as JIT, MRP, theory of constraints, value chain analysis, benchmarking, ABM, and continuous improvement. Students will review risk assessment; internal control environment, responsibility and authority for internal auditing; types of audits; and assessing the adequacy of the accounting information system controls.

**BSM 482 Internal and External Auditing - 3 credits**

This auditing course will teach students the proper role of an internal and external auditor. Students will learn the value of an internal auditor in various business operations including purchasing, personnel, production and internal operations. Also the course will teach students the role of the external auditor in conducting an audit using sampling and statistical tools to evaluate the financial statements of an organization. Topics will include but are not limited to the purpose of internal/external auditing, audit pre-planning, collection of evidence and auditing industry software.



**BSM 483 Taxation - 3 credits**

Prerequisites: BSM 204, BSM 442, and BSM 482. This course offers practical study of current federal income tax concepts, requirements, procedures and forms as they relate to businesses and individuals. Content includes income inclusions and exclusions, capital gains and losses, business and personal deductions and accounting methods.

**BSM 484 Accounting Information Systems - 3 credits**

Prerequisites: BSM 204, BSM 442, and BSM 483. This course requires work with accounting systems to maintain books and prepare financial statements. Content includes preparation of source documents, flowcharts, journal entries, adjusting entries, general ledgers, subsidiary ledgers, bank reconciliations, depreciation schedules, payroll records, and financial statements, including the statement of cash flows. Microsoft Excel used in this course. Prior experience with the software not required.

**BSM 485 Accounting Internship - 3 credits**

Prerequisites: BSM 204, BSM 442, and BSM 484. This internship experience gives students an opportunity to practice knowledge and skills gained in the classroom, and to become familiar with the structure and functioning of an organization's accounting procedures and systems. Under supervision, students provide accounting services for companies or non-profit agencies. The students and host organization will document and reflect on their activities.

**BSM 490 Management Studies Capstone - 3 credits**

Prerequisites: 90 credits minimum, including WRT 101 and WRT 102. The Capstone is a comprehensive research project which is the culminating academic activity that helps to synthesize students' learning in the undergraduate management program. It is an opportunity to explore a topic of personal or professional interest in the field of management and to create an original project or piece of research that contributes to the field. The Capstone is 25-30 pages in length and follows a research paper format appropriate to the field of study. Students work together in class and meet or communicate individually with the instructor as needed. Those who take an additional term to complete the Capstone must register for BSM 491 and pass before graduating.

**BSM 491 Management Studies Capstone Completion - 3 credits**

Second or additional term(s) as needed to complete the Psychology Capstone.

**BSM 492 Management Field Experience - 3 credits**

The management field experience gives students the opportunity to practice knowledge and skills gained in the classroom and to become familiar with the actual operational functions within a for profit or not for profit entity.

**BSM 493 Decision Analysis and Risk Management - 3 credits**

In this course, students learn to identify and analyze types of risk in corporations, assess measures of risk, and understand concepts of management-relevant data. We evaluate cost-volume-profit analysis, marginal analysis, and make vs. buy decisions. We will also investigate concepts of pricing, and will consider income tax implications for operational decision analysis, operational risk, hazard risk, financial risk, and strategic risk.

**BSM 494 Financial Statement Analysis - 3 credits**

Financial Statement Analysis will teach students the tools and methods to evaluate a company's current financial positioning and to predict potential earnings and/or losses. Students will use the skills learned to determine how an organization's financial statements are impacted by the organization's operations and strategies. These skills will allow the student to critically think about an organization's performance by analyzing the financial statements. Topics will include but are not limited to cash flow statement analysis, earnings quality analysis and ration and profitability analysis.

**BSM 496 Financial Services Operations - 3 credits**

Prerequisites: BSM 225 and BSM 442. This course provides an understanding of the knowledge required to enter the career path of investment banking and brokerage services. The Subjects covered include regulatory agency requirements, comprehensive valuation analysis, integrated cash flow modeling, leveraged buyout modeling, merger and acquisition modeling, investment banking processes and best practices, fraud prevention. Students will learn what information is required to analyze markets and investment tools, to understand market trends for investment products, to be able to oversee client investments.

## Management: Health Care (HCM)

**HCM 300 Health Insurance and Reimbursement - 3 credits**

This course investigates health insurance models and the financing and delivery of healthcare services. Students explore reimbursement and payment structures, and examines insurance practices as they have evolved over time. Students discuss concepts in insurance, third-party and prospective payments, and managed care organizations.

**HCM 301 Health Care Policy and Reform - 3 credits**

This course examines the structure of the health system, current topics in health care reform, the policy process, and advocacy for public health. Attention will be given to disparities in access to care, the quality of care, the structure of the delivery system, the challenges of long term care and the aging population, and the drivers of cost growth.

**HCM 490 Health Care Management Capstone Project- 3 credits**

The Capstone is a comprehensive research project related to current issues within the health care industry. This project is the culminating academic activity that helps to synthesize students' learning. It is an opportunity to explore a topic of personal or professional interest and to create an original project or piece of research that contributes to the field. The Capstone is 25-30 pages in length and follows a research paper format appropriate to the field of study. Students work together in class and meet or communicate individually with the instructor as needed.





New student enrollment in this program has been suspended.

Pre-Baccalaureate Certificate or Post-Baccalaureate Certificate

# 21<sup>st</sup> Century Analytics for Trauma Centers Certificate

• CIP code 510701 • 15 credits

## Program Description

The 21<sup>st</sup> Century Analytics for Trauma Centers Certificate program provides participants with basic and fundamental knowledge in quantitative and qualitative analytics, data visualization and data management concepts as it applies to healthcare and trauma center information. This program is designed for individuals who work with trauma center data and or healthcare information such as trauma registrars, trauma program managers, trauma medical directors and researchers.

Content will include current American College of Surgeons (ACS) National Trauma Data Standards (NTDS) and will adapt to continuing changes in data standards and key performance indicators for trauma centers. This certificate program is designed to develop data management and analytical skills and knowledge to prepare students for improved management performance, increased advancement opportunities, and more effective leadership in trauma centers. Each course will reflect current content knowledge in data and analytics with an enhanced emphasis on its application in trauma and additional healthcare settings.

This program is offered remotely with a blend of asynchronous and synchronous online courses.

## Learning Outcomes

Graduates of the program will be able to demonstrate critical thinking and problem solving skills through the use of statistical and analytical solutions and visualizations as they are applied to trauma center and other healthcare related data.

## Careers

Trauma Registrars, Trauma Program Managers, Trauma Medical Directors, and Researchers.

## Courses ..... 15 credits

MMG 506	Quantitative Analysis for Managers	3
MMG 525	Statistical Decision Techniques for Managers	3
MMG 603	Data Exploration and Visualization	3
MHC 730	Health Care Information Systems	3
MHC 733	Data, Knowledge and Information Management in Health Care Informatics	3

**Admission requirements:** High school diploma/GED and other School of Business & Technology requirements (see Admissions) including:

- Current résumé.
- Official transcripts
- Personal statement
- Interview

Certification in Trauma Registry preferred but not required.

Determination of credit type awarded (undergraduate, graduate, or post graduate) will be made by the program chair and dean upon review of the application, accompanying curriculum vitae or résumé, and depending on each student's current experience, credentials and previous academic degrees.

**Program chair:** Sandra Arabian, MBA, NREMT, CSTR, CAISS

- [sandra.arabian@cambridgecollege.edu](mailto:sandra.arabian@cambridgecollege.edu)



MBA

# Master of Business Administration

• CIP code 520201 • 36-48 credits • 4-5 terms full-time • 

## Program Description

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

## Learning Outcomes

Graduates of the program will possess a distinctive skill-set centered on enhanced critical thinking, analytical, technological and problem-solving skills to provide them with a competitive advantage in the marketplace. Demonstrable skills upon graduation include business strategy, analytics, finance, accounting, and marketing. Leadership attributes, cultural and emotional intelligence, along with comprehensive communication skills will be elevated to prepare stewards capable of effectively managing and leading change in complex and uncertain domestic and global workforces and markets.

## Careers

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

**Admission requirements:** Bachelor's degree and other School of Business & Technology requirements, and two years of work experience recommended.

**Online courses:** International students may take only one fully-online course in any term.

## General Prerequisites

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

- MMG 501E Business Communication
- MMG 505 Graduate Writing

## MBA Prerequisites ..... 12 credits

These 4 courses are expected to be successfully completed prior to the entry into the graduate management program for MBA. Take in first term(s) or demonstrate competency through prior undergraduate courses with a grade of B or better, and within a certain time limit, from a regionally accredited institution. An assessment to demonstrate competency may be required.

- MMG 506 Quantitative Analysis for Managers
- MMG 511 Foundations of Management
- MMG 514 Accounting for Managers
- MMG 515 Economics for Managers

## Core Curriculum ..... 12 credits

The following core courses must be taken in a student's first term(s).

- MMG 500 Graduate Management Orientation Seminar (0 credit)
- MMG 512 Organizational Environment
- MMG 517 Research Methods for Managers
- MMG 525 Statistical Decision Techniques for Managers (preq. MMG 506)
- MMG 625 Foundations of Business Analytics (preq. MMG 525)

## MBA Required Courses ..... 15 credits

The following required courses must be taken after the completion of the core curriculum.

- MMG 710 Project Management
- MMG 712 Operations Management
- MMG 715 Management Information Technology
- MMG 725 Financial Management (preq. MMG 514)
- MMG 733 Marketing Management

## Electives ..... 6 credits

Choose two of the following electives (see next page):



(All courses @ 3 credits except as noted.)



MBA

Continued

# Master of Business Administration

## MBA Electives ..... 6 credits

- MMG 603 Data Exploration and Visualization  
(req. MMG 525 and working knowledge of MS Excel)
- MMG 604 Data Driven Decision-Making  
(req. MMG 525, 625, and 603)
- MMG 713 Total Quality and Operations Management
- MMG 736 Digital Marketing (req. MMG 733)
- MMG 737 Marketing Strategy (req. MMG 733 and 517)
- MMG 740 Human Resource Management
- MMG 755 Organization Development and Change Management
- MMG 795 Advanced Project Management  
(req. MMG 710)

## MBA Capstone ..... 3 credits

- MMG 739 Strategic Management



New student enrollment in this program has been suspended. See the Master of Business Administration on page 334 for an online alternative.

MBA

# Master of Business Administration/Health Care

• CIP code 510701 • 36-45 credits • 4-5 terms full-time

## Program Description

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

## Learning Outcomes

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

## Careers

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

**Admission requirements:** Bachelor's degree and other School of Business & Technology requirements and two years of appropriate work experience required. Admissions interview with Program Chair required.

**Online courses:** International students may take only one fully-online course in any term.

## General Prerequisites

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

- MMG 501E Business Communication
- MMG 505 Graduate Writing

## MBAHC Prerequisites ..... up to 9 credits

These 3 courses are expected to be successfully completed prior to the entry into the graduate management program for MBAHC. Take in first term(s) or demonstrate competency through prior undergraduate courses with a grade of B or better, and within a certain time limit, from a regionally accredited institution. An assessment to demonstrate competency may be required. (If not waived, these courses are considered additional credits in the MBAHC program.)

- MMG 506 Quantitative Analysis for Managers
- MMG 511 Foundations of Management
- MMG 514 Accounting for Managers

## Core Curriculum ..... 9 credits

The following are required first courses for all MBAHC students.

- MMG 500 Graduate Management Orientation Seminar (0 credit)
- MMG 512 Organizational Environment
- MMG 517 Research Methods for Managers
- MMG 525 Statistical Decision Techniques for Managers (req. MMG 506)

## MBAHC Management Required Courses..... 24 credits

The following required courses may only be taken after successful completion of the MBAHC core curriculum courses.

- MHC 710 Risk Management in Health Care
- OR** MHC 700 Human Resources Management in Healthcare Organizations
- MHC 712 Healthcare Operations Management
- MHC 720 The U.S. Health Care System
- MHC 723 Unequal Treatment: Disparities in Healthcare
- MHC 725 Financial Management in Health Care (req. MMG 514)
- MHC 733 Data, Knowledge & Information Management in Health Care Informatics
- MHC 741 Emergency & All-Hazards Preparedness in Health Care
- MHC 750 Health Care Policy & Ethics

## MBAHC Strategic Management Capstone ..... 3 credits

This course is the final course of the program.

- MHC 740 Strategic Planning in Health Care

(All courses @ 3 credits except as noted.)



# Master of Management

• CIP code 520201 • 30-36 credits • 3-4 terms full-time

## Program Description

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

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

## Learning Outcomes

Graduates will:

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

## Careers

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

### Admission requirements

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

## General Prerequisites

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

MMG 501E Business Communication

MMG 505 Graduate Writing

## MM Prerequisites ..... 6 credits

MMG 506 Quantitative Analysis for Managers

MMG 511 Foundations of Management

## Core Curriculum ..... 12 credits

MMG 500 Graduate Management Orientation Seminar (0 credit)

MMG 512 Organizational Environment

MMG 514 Accounting for Managers

MMG 517 Research Methods for Managers

MMG 525 Statistical Decision Techniques for Managers  
(preq. MMG 506)

## Electives ..... 15 credits

Choose 5 elective courses to meet career and academic goals.

MMG 625 Foundations of Business Analytics (preq. MMG 525)

MMG 710 Project Management Concepts & Practices

MMG 712 Operations Management

MMG 713 Total Quality and Operations Management

MMG 715 Management of Information Technology

MMG 725 Financial Management (preq. MMG 514)

MMG 733 Marketing Management

MMG 736 Digital Marketing (preq. MMG 733)

MMG 755 Organization Development and Change Management

MMG 795 Advanced Project Management  
(preq. MMG 710)

## MM Capstone ..... 3 credits

MMG 739 Strategic Management

(All courses @ 3 credits except as noted.)





# Cambridge College Puerto Rico

## School of Business & Technology—M.M. Programs



Master of Management

# Management of Business (Puerto Rico)

- CIP code 520201 • 33 credits • 4 terms full-time
- Program approved by Puerto Rico Board of Postsecondary Institutions

## Program Description

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

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

## Learning Outcomes

Graduates will:

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

## Careers

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

### Admission requirements

Bachelor's degree, other School of Business & Technology requirements, and three years of appropriate work experience recommended (see *School of Business & Technology* on page 20).

This is a **hybrid** delivered program, with 60% of classes delivered synchronously and 40% delivered asynchronously through Canvas Learning Management System.

(All courses @ 3 credits except as noted.)

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

## Seminar & Capstone .....6 credits

MMG 500 Graduate Management Orientation Seminar (0 credit)

MMG 691-692 Leadership Seminar I-II (2 terms @ 2 credits)  
Must be taken in sequence with same seminar leader.

MMG 600 Graduate Management Practicum (2 credits)  
(preqs: MMG 691-692, MMG 511, 512, 514; and no more than 10 credits remaining to finish program)

## MM Core Courses ..... 12 credits

MMG 511 Foundations of Management. . . . . Spring or Summer

MMG 512 Organizational Environment. . . . . Fall or Summer

MMG 514 Accounting for Managers . . . . . Spring or Summer

MMG 525 Statistical Decision Techniques  
for Managers . . . . . every term

## Business Courses ..... 15 credits

MMG 733 Marketing Management

MMG 740 Human Resource Management

Choose one subspecialization (3 courses) to meet career and academic goals. Availability of courses depends on demand.

### *Business (private institutions):*

MMG 515 Economics for Managers

MMG 561 Business Law

MMG 710 Project Management Concepts & Practices

### *Non profit and public management:*

MMG 770 Grant Writing and Resource Development

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

MMG 760 Strategic Planning for Non-Profit Organizations



Maestría de Gerencia

# Gerencia de Negocios (Puerto Rico)

- CIP code 520201 • 33 créditos • 4 términos a tiempo completo
- Programa aprobado por la Junta de Instituciones Postsecundarias de Puerto Rico

## Descripción del programa

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

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

## Resultados del aprendizaje

El estudiante graduado:

- Desarrollará sólidas destrezas de comunicación, análisis, investigación y la capacidad de toma de decisiones.
- Aprenderá a conducirse a sí mismo incluyendo su desarrollo profesional, así como a administrar y guiar a otros.
- Tendrá la capacidad para utilizar y entender el rol de la tecnología en las organizaciones.
- Aprenderá a administrar recursos humanos, financieros e informativos.
- Entenderá cómo fomentar el cambio, la innovación, el valor y a promover la diversidad en las organizaciones.
- Entenderá el contexto global, social y ambiental de la gerencia y la importancia de la toma de decisiones éticas y socialmente responsables.

## Carreras

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

**Requisitos de admisión:**  
Grado de bachillerato, otros requisitos de la Escuela de Negocios y Tecnología, y tres años de experiencias de trabajo.

Este programa se ofrece de manera **híbrida**, con 60% de las clases conducidas de manera sincrónica y 40% conducidas de manera asincrónica por medio del sistema de gestión de aprendizaje Canvas.

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

*Todos los cursos se ofrecen en español*

## Seminarios y Capstone ..... 6 créditos

MMG 500 Graduate Management Orientation Seminar (0 créditos)

MMG 691-692 Leadership Seminar I-II (2 terms @ 2 créditos)  
Deben tomarse en orden con el mismo profesor.

MMG 600 Graduate Management Practicum (2 créditos)  
(preqs: MMG 691-692, MMG 511, 512, 514; y no más de 10 créditos para terminar el grado.)

## Cursos medulares ..... 12 créditos

MMG 511 Foundations of Management. . . . . Primavera or Verano

MMG 512 Organizational Environment. . . . . Otoño o Verano

MMG 514 Accounting for Managers . . . . . Primavera o Verano

MMG 525 Statistical Decision Techniques  
for Managers . . . . . Todos los términos

## Cursos de Negocios ..... 15 créditos

MMG 733 Marketing Management

MMG 740 Human Resource Management

Elija una subspecialización (3 cursos) para cumplir con sus metas académicas y de carrera. La disponibilidad de los cursos dependerá de la demanda.

### *Negocios (instituciones privadas):*

MMG 515 Economics for Managers

MMG 561 Business Law

MMG 710 Project Management Concepts & Practices

### *Gerencia de organizaciones sin fines de lucro de administración pública:*

MMG 770 Grant Writing and Resource Development

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

MMG 760 Strategic Planning for Non-Profit Organizations



Master of Management

# Management of Technology (Puerto Rico)

- CIP code 520201 • 33 credits • 4 terms full-time
- Program approved by Puerto Rico Board of Postsecondary Institutions

## Program Description

This Master of Management of Technology program provides leadership and management skills and introduces the best current practices in private, public and non-profit organizations.

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

## Learning Outcomes

Graduates will:

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

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

**Admission requirements**  
Bachelor's degree, other School of Business & Technology requirements, and three years of appropriate work experience recommended (see *School of Business & Technology* on page 20).

This is a **hybrid** delivered program, with 60% of classes delivered synchronously and 40% delivered asynchronously through Canvas Learning Management System.

(All courses @ 3 credits except as noted.)

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

## Seminar & Capstone ..... 6 credits

MMG 500 Graduate Management Orientation Seminar (0 credit)

MMG 691-692 Leadership Seminar I-II (2 terms @ 2 credits)  
Must be taken in sequence with same seminar leader.

MMG 600 Graduate Management Practicum (2 credits)  
(preqs: MMG 691-692, MMG 511, 512, 514; and no more than 10 credits remaining to finish program)

## MM Core Courses ..... 12 credits

- MMG 511 Foundations of Management. . . . . Spring or Summer
- MMG 512 Organizational Environment. . . . . Fall or Summer
- MMG 514 Accounting for Managers . . . . . Spring or Summer
- MMG 525 Statistical Decision Techniques for Managers . . . . . every term

## Management Technology Courses ..... 15 credits

MMG 522 Information Systems in the Organization  
(required first course)

MMG 714R Data Management in Cybersecurity

Choose one subspecialization (3 courses) to meet career and academic goals. Availability of courses depends on demand.

### Health Care Informatics:

- MHC 730 Health Care Information Systems
- MHC 733 Data, Knowledge and Information Management for Health Care Informatics
- MHC 750 Health Care Policy & Ethics

### Cybersecurity Management:

- MMG 605R Cybersecurity Fundamentals
- MMG 729R Business Intelligence and Cybersecurity Analytics
- MMG 711R Cybersecurity Information Systems Policies, Ethics and Auditing



Maestría de Gerencia

# Gerencia de Tecnología (Puerto Rico)

- CIP code 520201 • 33 créditos • 4 términos a tiempo completo
- Programa aprobado por la Junta de Instituciones Postsecundarias de Puerto Rico

## Descripción del programa

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

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

## Resultados del aprendizaje

El estudiante graduado:

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

## Carreras

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

**Requisitos de admisión:**  
Grado de bachillerato, otros requisitos de la Escuela de Negocios y Tecnología, y tres años de experiencias de trabajo.

Este programa se ofrece de manera **híbrida**, con 60% de las clases conducidas de manera sincrónica y 40% conducidas de manera asincrónica por medio del sistema de gestión de aprendizaje Canvas.

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

*Todos los cursos se ofrecen en español*

## Seminarios y Capstone ..... 6 créditos

MMG 500 Graduate Management Orientation Seminar (0 créditos)

MMG 691-692 Leadership Seminar I-II (2 terms @ 2 créditos)  
Deben tomarse en orden con el mismo profesor.

MMG 600 Graduate Management Practicum (2 créditos)  
(preqs: MMG 691-692, MMG 511, 512, 514; y no más de 10 créditos para terminar el grado.)

## Cursos medulares ..... 12 créditos

MMG 511 Foundations of Management. . . . . Primavera or Verano

MMG 512 Organizational Environment. . . . . Otoño o Verano

MMG 514 Accounting for Managers . . . . . Primavera o Verano

MMG 525 Statistical Decision Techniques  
for Managers . . . . . Todos los términos

## Cursos de Gerencia de Tecnología ..... 15 créditos

MMG 522 Information Systems in the Organization  
(*requisito previo*)

MMG 714R Data Management in Cybersecurity

Elija una subspecialización (3 cursos) para cumplir con sus metas académicas y de carrera. La disponibilidad de los cursos dependerá de la demanda.

### *Informática de Atención a la Salud:*

MHC 730 Health Care Information Systems

MHC 733 Data, Knowledge and Information Management  
for Health Care Informatics

MHC 750 Health Care Policy & Ethics

### *Administración de la ciberseguridad:*

MMG 605R Cybersecurity Fundamentals

MMG 729R Business Intelligence and Cybersecurity Analytics

MMG 711R Cybersecurity Information Systems Policies,  
Ethics and Auditing



# Graduate Business & Technology Course Descriptions

## One-Credit Courses (DMG)

### **DMG 506 Essentials of Accounting - 1 credit**

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

### **DMG 601 Forecasting and Planning - 1 credit**

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

### **DMG 602 Introduction to Project Management - 1 credit**

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

### **DMG 603 Drafting Business Contracts - 1 credit**

This course is designed for students who have completed at least one of the following courses: MMG 746, MMG 747, or MMG 748, and/or those who are interested in developing a basic understanding of the mechanics of creating a formal contract. When one has completed a negotiation, whether using a hardball (distributive) or an interest-based (integrative) approach, the time comes when it is necessary to analyze (memorialize) the agreement by putting it into writing in the form of a legal and binding contract. Through this directed study students will develop the skills and resources to create such a document. The focus will be on the legal elements of a contract; the ramifications, legal and otherwise, of "loopholes" within contracts; and the basic law governing contracts in the United States.

### **DMG 604 Social Media Marketing - 1 credit**

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

### **DMG 605 Grant Writing - 1 credit**

This module for non-profit managers introduces the planning and proposal development phases of grant writing. It demystifies the process, from developing a fundable idea to identifying potential donors and structuring the technical components. Hands-on activities provide practice in the art and craft of grantsmanship.

### **DMG 614 Performance Management - 1 credit**

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

### **DMG 615 Developing a Business Plan - 1 credit**

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

### **DMG 621 Statistical Analysis Using Spreadsheets - 1 credit**

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

### **DMG 647 Negotiation in the Health Care System - 1 credit**

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

### **DMG 753 Introduction to Organizational Coaching - 1 credit**

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

# Health Care Management (MHC)

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

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

## **MHC 700 Human Resources Management in Health Care - 3 credits**

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

## **MHC 710 Risk Management in Health Care - 3 credits**

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

## **MHC 712 Healthcare Operations Management - 3 credits**

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

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

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

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

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

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

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

## **MHC 725 Financial Management in Health Care - 3 credits**

Prerequisite: MMG 514 or equivalent. This course prepares health care managers to participate effectively in financial decision making within health care organizations. It focuses on how to use financial and program data to effectively analyze costs of programs and departments. Financial accounting, managerial accounting, and contemporary financial concepts are introduced. Special attention is given to Medicare, Medicaid, insurance, managed care, and government funding.

## **MHC 730 Health Care Information Systems - 3 credits**

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

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

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

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

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

### **MHC 735 Health Care Informatics: Fieldwork - 1 credit**

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

### **MHC 740 Strategic Planning in Health Care - 3 credits**

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

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

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

### **MHC 749 Special Issues in Health Care - 3 credits**

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

### **MHC 750 Health Care Policy and Ethics - 3 credits**

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

### **MHC 761 Health Care Services for the Elderly - 3 credits**

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

### **MHC 762 Nursing Home Administration - 3 credits**

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

## **Management (MMG)**

### **MMG 500 Graduate Management Orientation Seminar - 0 credit**

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

### **MMG 501E Business Communication - 3 credits**

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

### **MMG 504 Computer Applications for Business - 3 credits**

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

### **MMG 505 Graduate Writing - 3 credits**

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

**MMG 506 Quantitative Analysis for Managers - 3 credits**

Students learn to think about and express business problems in quantitative terms. They examine basics of number theory, arithmetic operations including ratios and proportions, percentages, graphing, and algebraic operations. Students get an introduction to probability theory and statistical analysis. Topics include descriptive statistics, probability distributions, sampling, estimation, hypothesis testing, simple and multiple regression and correlation. Students learn to apply quantitative tools to solve a variety of business problems and create and use quantitative models for real-world problems. Charts and graphs are created using spreadsheet software. This course is a pre-requisite to MMG 525 Statistical Decision Techniques for Managers.

**MMG 507 Analysis and Communication for Managers - 3 credits**

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

**MMG 508 Information Research and Technology - 3 credits**

Prerequisite: MMG 504 or equivalent. Students gain the knowledge, skills and abilities to apply principles of information research to their academic, work and professional lives. They gain ability to analyze problems, research and select relevant information from industry and professional publications, corporate and non-profit financial statements, print and electronic sources. They will become able to create an effective presentation and publish it in print or electronic form. This course is a requirement for students in the MM 55 Program. It may not be taken as an elective.

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

This course provides a broad liberal arts foundation to management theory and concepts. It draws upon the disciplines of economics and political science, the study of society and culture, and the tools of ethical analysis. It helps students gain a basic understanding of economic concepts and institutions, the role of government in business and the impact of political institutions and processes. Issues of interrelatedness in the global economy and polity are considered. The societal implications of business decisions, issues of multiculturalism and diversity and the use of ethical analysis to guide business decisions are addressed. This course is a requirement for students in the MM 55 Program. It may not be taken as an elective.

**MMG 511 Foundations of Management - 3 credits**

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

**MMG 512 Organizational Environment - 3 credits**

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

**MMG 514 Accounting for Managers - 3 credits**

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

**MMG 515 Economics for Managers - 3 credits**

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

**MMG 517 Research Methods for Managers - 3 credits**

This course helps students understand the role of research in the management decision making process and in the development of business plans and strategies. It helps students become familiar with the research process and with a variety of business research tools and techniques. Students learn how to define a problem and write good research questions, determine what tools and techniques are appropriate for different kinds of problems, find information sources and assess their reliability, and critically analyze information. They also learn how to present the results of research in appropriate output formats. This course helps students with their independent learning projects.

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

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



**MMG 520 Financial Accounting - 3 credits**

Prerequisite: MMG 514 or equivalent. Financial Accounting covers the four basic financial statements and the way they are used by decision makers. Fundamentals and principles of accounting are discussed along with key concepts underlying accounting systems. Students learn the framework of debits and credits used in posting. The course has a focus on interpretation, analysis and communication of financial data. It covers balance sheets, income statements, cash flow statements, statements of retained earnings, and required SEC 10K filings. Students learn dual entry - accrual accounting with a focus on analysis of key ratios derived from financial statements for internal management. Special attention is given to accounting for assets, liabilities and owner's equity. Additional topics include generally accepted accounting principles (GAP), the Sarbanes-Oxley regulations, and ethics in accounting.

**MMG 521 Managerial Accounting - 3 credits**

Prerequisite: MMG 520. This course examines the application of accounting principles and procedures to the planning and control functions of management. The emphasis is on costs, cost-profit relationships, measures of performance, and uses of accounting in long-range planning. Topics will include cost accounting techniques, overhead allocations, standard cost, profit planning and responsibility accounting.

**MMG 522 Information Systems in the Organization - 3 credits**

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

**MMG 524 Marketing in Non-Profit Organizations - 3 credits**

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

**MMG 525 Statistical Decision Techniques for Managers - 3 credits**

Prerequisite: MMG 506 Quantitative Analysis for Managers or equivalent. This course provides students with the knowledge and appropriate use of descriptive and inferential statistical techniques used in management decision making and develops their ability to characterize management problems that can be solved by such techniques. Topics include descriptive statistics, probability distributions, sampling, estimation, hypothesis testing, simple and multiple regression and correlation, chi square testing, analysis of variance, and decision theory. Spreadsheet and statistical computer programs are used in the class.

**MMG 535 Communication Strategies for Organizational Effectiveness - 3 credits**

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

**MMG 560 Managing a Diverse Workforce - 3 credits**

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

**MMG 561 Business Law - 3 credits**

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

**MMG 600A Graduate Management Practicum - 2 credits****MMG 600B Practicum in Business - 1 credits**

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

**Puerto Rico only****MMG 605R Cybersecurity Fundamentals - 3 credits**

Prerequisites: MMG 511, MMG 522. With the contemporary consistent rise of the integration of internet and virtual reality in the business environment and their vulnerability, the manager needs to know fundamental matters about cybersecurity. The custody and protection of cloud and web delivered and stored data is becoming a more needed field of knowledge. The course will include, but not be limited to, expert coverage of essential topics required for entry-level cybersecurity certifications. The student will learn about security and surveillance fundamentals, securing and protecting remote access and devices, and how to understand network topologies, protocols, and strategies to identify threats and mount an effective defense.



**MMG 603 Data Exploration and Visualization - 3 credits**

Prerequisites: MMG 525 and working knowledge of MS Excel. This course offers an introduction into applied, basic analyses of data, and visual presentation of data analytic results. Students are introduced to foundational concepts and practices of statistical estimation, sample-based inference, and data/result visualization. The course combines the development of conceptual understanding of core statistical and data management notions, and experiential know-how aimed at acquiring basic data manipulation, analysis and result interpretation skills.

**MMG 604 Data-Driven Decision Making - 3 credits**

Prerequisites: MMG 525, MMG 625, MMG 603, and working knowledge of MS Excel. This course offers students an introduction into the emerging domain of evidence-based practice, with a particular emphasis on the use of data analyses derived insights as a basis of decision-making. Students will explore the basic principles of evidence-based practice in the context of the scope of evidence, and will be introduced to the Empirical & Experiential Evidence Framework.

**MMG 625 Foundations of Business Analytics - 3 credits**

Prerequisites: MMG 525 and working knowledge of MS Excel. This course offers an overview of the modern organizational landscape built around data and data analytics. Rooted in the notion of evidence-based management, the course aims to enhance students' understanding of how successful, data-driven business organizations extract insights to enhance their competitive advantage. Three broad topical areas will be covered: 1. making sense of data, 2. estimation and statistical inference, and 3. learning with data.

**Puerto Rico only****MMG 691 Leadership Seminar I: Self-Diagnosis and Goal Setting - 2 credits**

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

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

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

**MMG 699 Graduate Management Capstone Continuation - 3 credits**

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

**MMG 700 IT Service Management - 3 credits**

In an age of cloud computing, on-demand services, virtualization, mobile devices, outsourcing and rapidly changing business delivery strategies, the role of IT is moving toward a focus on service integration. This course provides an introduction to the concepts, tools and techniques of IT service management. Students will learn how to define and build a comprehensive IT service management solution that incorporates process, technology, organization and governance and become familiar with standard frameworks that provide industry best practices for aligning IT with business needs.

**MMG 709 Innovation and New Product Design - 3 credits**

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

**MMG 710 Project Management Concepts and Practices - 3 credits**

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

**Puerto Rico only****MMG 711R Cybersecurity Information Systems Policies, Ethics and Auditing - 3 credits**

Prerequisites: MMG 511, MMG 522, MMG 605R. The cybersecurity manager must know about policies, ethics and procedures for auditing web delivered and storage data. This course prepares future managers how to manage ethically and legally risky situations assertively, and how to deal with incidents. The student will learn how to create security protocols, risk assessment instruments, and business impact analysis, among other related topics. This course also includes topics in cryptography, digital signatures and certificates, public key infrastructure, authentication, cloud security protocols, and vulnerability impact regulations.

**MMG 712 Operations Management - 3 credits**

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

**MMG 713 Total Quality and Operations Management - 3 credits**

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

**MMG 714 Data Management - 3 credits**

Prerequisite: working knowledge of MS Excel. Today most enterprises rely heavily on data and technology to make strategic decisions to keep their organizations competitive, profitable and innovative. The technological revolution has ushered in the era of big data and as a result, the field of data management has grown exponentially. This course offers the student the fundamentals of data management and helps prepare the interested student for future certification and professional development in the field.

**Puerto Rico only****MMG 714R Data Management in Cybersecurity - 3 credits**

Prerequisite: MMG 522. Today most enterprises rely heavily on data and technology to make strategic decisions to keep their organizations competitive, profitable and innovative. The technological revolution has ushered in the era of big data and as a result, the field of cybersecurity data management has grown exponentially. This course offers the student the fundamentals of cybersecurity data management and helps prepare the interested student for future certification and professional development in the field.

**MMG 715 Management of Information Technology - 3 credits**

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

**MMG 717 Systems Analysis & Design - 3 credits**

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

**MMG 725 Financial Management - 3 credits**

Prerequisite: MMG 514. The major goal of the financial manager is to maximize the value of the firm. Accordingly, this course focuses on analysis and interpretation of financial data from the income statement, balance sheet and the statement of cash flows, for decision making. Powerful planning and control tools such as pro forma budgeting and break-even analysis are introduced, as well as the concepts of operational and financial leverage. Students learn how to estimate the amount of cash an organization will need in its operations. One key focus of the course is on capital budgeting, based on the concepts of the time value of money. This includes calculations of future value (FV), present value (PV), net present value (NPV), internal rate of return (IRR) and payback period.

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

Prerequisite: MMG 514 or equivalent. This course provides an introduction to the basic financial accounting systems used in nonprofit and public organizations. It also focuses on how to use the financial and program data to effectively analyze the costs associated with programs and services provided by the organization. The final area to be covered will be budget preparation and monitoring. The politics of the budgeting process will be examined. By the conclusion of the course, students will be able to effectively participate in the financial decision-making within their organization.

**MMG 729 Business Intelligence and Analytics - 3 credits**

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

**Puerto Rico only****MMG 729R Business Intelligence and Cybersecurity Analytics - 3 credits**

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

**MMG 732 Global Business - 3 credits**

Prerequisite: MMG 511, MMG 515 or equivalent. The purpose of this course is to introduce students to the dominant themes and theories of global business. The course consists of a fundamental study of the nature of business and its environment. In the course of our study we will examine managerial functions and processes in a global context.

**MMG 733 Marketing Management - 3 credits**

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

**MMG 734 Business Planning - 3 credits**

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

**MMG 735 Entrepreneurship and Small Business Management - 3 credits**

Prerequisite: MMG 511, MMG 520 or equivalent. This course examines the major characteristics of a self-employment venture and the issues facing the person starting or managing a small business. The focus is on the opportunities, risks, issues and problems facing the entrepreneur. Techniques learned in other management courses are integrated and applied to small businesses. Students prepare a business plan for a small business that defines the business concept and provides an integrated strategy for starting up or expanding a business.

**MMG 736 Digital Marketing - 3 credits**

Prerequisite: MMG 733. For a business to succeed in today's digital world, it is important to have a strong digital footprint. The course will assist the students to identify and understand the elements of digital marketing and how to create, implement and evaluate a digital marketing strategy. Students acquire the knowledge to build and actively manage digital marketing campaigns across social media, website and mobile platforms and track results of digital advertising through analytic tools.

**MMG 737 Marketing Strategy - 3 credits**

Prerequisites: MMG 733 and MMG 517. This course focuses on business level marketing strategy and uses the marketing planning process as the framework for understanding the integration and coordination of marketing decisions. Students will apply strategic marketing concepts to a real-life business case study. They will work in teams, under faculty supervision, on a marketing strategy consulting project. They will analyze the company issues and/or opportunity, gather information, and develop recommendations for action.

**MMG 739 Strategic Management - 3 credits**

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

**MMG 740 Human Resource Management - 3 credits**

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

**MMG 743 Models of Leadership - 3 credits**

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

**MMG 744 Management Training and Development - 3 credits**

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

**MMG 746 The Manager as Negotiator - 3 credits**

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

**MMG 747 Negotiation Theories, Strategies and Tactics - 3 credits**

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

**MMG 749 Global Negotiation - 3 credits**

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

**MMG 750 Business, Government and Ethics - 3 credits**

Prerequisite: MMG 511, MMG 512. This course explores the ethical environment of business and the ongoing relationship between business, government and society. Topics include the development of government regulations and the impact of regulations and likely future developments with an emphasis on ethical considerations.

**MMG 755 Organization Development and Change Management - 3 credits**

Prerequisite: MMG 512. The theory and practice of organization development are introduced. Skills are developed in identifying how organizational systems operate together, including organization culture, leadership, structure, human resources, rewards, and technology. Students learn how to make effective change through dealing with an organization as a whole. Strategies are developed to help organizations adapt to new technologies, markets, and challenges, including the rate of change itself. Case studies and simulations are used throughout the class work.

**MMG 757 Consulting Skills for Managers - 3 credits**

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

**MMG 760 Strategic Planning for Non-Profit Organizations - 3 credits**

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

**MMG 770 Grant Writing and Resource Development - 3 credits**

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

**MMG 795 Advanced Project Management - 3 credits**

Prerequisite: MMG 710. This course focuses on solving common problems in project management. Topics covered include: 1) How to use MS Project to plan and track projects; 2) How to recruit and motivate project teams; 3) How to accelerate a project plan - or make up time that was lost; 4) How to select and manage outsourced services; 5) How to plan for the unknown: risk, quality, and scope creep; 6) How to know whether your project is doing well - and what to tell your sponsor, team, customers; 7) Your ethical and social responsibilities as a project manager. Students will build skills through group and individual assignments, case studies, and hands-on exercises.

**MMG 800 Independent Learning Project: Management - 3 credits**

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