

Master of Arts in Management

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

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

Degree Program Objectives

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

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

Degree at a Glance

Code	Title	Semester Hours
	Institutional Requirements	3
	Core Requirements	18
	Select one of the following concentrations:	12
	General Concentration (p. 2)	
	Entrepreneurship (p. 2)	

Human Resource Management (p. 3)	
Organizational Crisis Management (p. 3)	
Organizational Leadership (p. 3)	
Project Management (p. 4)	
Public Administration (p. 4)	
Strategic Consulting (p. 5)	
Final Program Requirements	3
Total Semester Hours	36

Degree Program Requirements

Institutional Requirements (3 semester hours)

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

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

Core Requirements (18 semester hours)

Code	Title	Semester Hours
MGMT601	Organizational Behavior ¹	3
HRMT600	Human Resource Management	3
MGMT600	Organizational Management	3
MGMT610	Cross-Cultural Management	3
MGMT618	Ethics in Leadership	3
MGMT615	Strategic Planning	3
Total Semester Hours		18

¹ Required as the first course in this program.

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

General Concentration (12 semester hours)

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

Objectives

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

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

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
Select 4 courses from the following:		12
CMRJ601	Cases in Executive Decision Making	
EDUC633	Emotional Intelligence and Coaching Assessments	
EDUC635	Coaching Groups and Teams	
HIMA501	Technology Applications in Health Information Management	
HIMA503	Healthcare Vocabulary and Clinical Terminologies	
HIMA550	Clinical Workflow and Process Redesign	
HIMA620	Corporate Compliance in the Healthcare Industry	
INFO531	Management Information Systems	
ISSC680	Information Security Management	
ITMG624	Information Technology Project Management	
ITMG625	IT Project Management: Integration, Scope and Time	
ITMG627	IT Project Management: HR and Procurement	
ITMG636	IT Project Management: Developing Project Schedule	
LSTD510	Constitutional Law	
MGMT603	Organizational Development	
MGMT604	Organizational Crisis Management	
MGMT605	Leadership	
MGMT608	Independent Study: Management Department	
MGMT617	Leading Teams	

MKTG600	Marketing Management	
SCMT507	Assets Protection & Loss Prevention Management	
SCMT553	Security Program Administration	
SPMT502	The Sports Industry	
SPMT601	History, Culture, and Social Contexts of Sport	
SPMT609	Sports Marketing, Promotion, and Public Relations	
SPMT612	Sports Event Management	
SPMT613	Sports Entrepreneurship	
SPMT630	Sales and Promotions in Sport	
Total Semester Hours		12

Concentration in Entrepreneurship (12 semester hours)

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

Objectives

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

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

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
Select 4 courses from the following:		12
ENR500	Ideation	
ENR615	Legal Practices for Small Business	
ENR617	Legal Practices for Entrepreneurs	
ENR620	Small Business Operations	
ENR621	International Entrepreneurship	
ENR623	Venture Capital	
ENR625	Small Business Funding	
ENR630	Entrepreneurial Marketing	
Total Semester Hours		12

Concentration in Human Resource Management (12 semester hours)

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

Objectives

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

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

Concentration Requirements (12 semester hours)

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

Concentration in Organizational Crisis Management (12 semester hours)

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

Objectives

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

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

Concentration Requirements (12 semester hours)

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

Concentration in Organizational Leadership (12 semester hours)

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

Objectives

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

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

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
MGMT603	Organizational Development	3
MGMT605	Leadership	3
MGMT604	Organizational Crisis Management	3
HRMT605	Strategic Human Resource Management Practices	3
Total Semester Hours		12

Concentration in Project Management (12 semester hours)

In today’s economy, many organizations are requiring their administrative professionals to be held accountable for complex projects that involve technology. One of the most critical skills that they can obtain in order to be successful is the ability to manage complex projects through the entire life cycle. This concentration focuses on providing Administrative Project Managers the opportunity to explore how to manage cost, time, scope, quality, risk, and people to ensure that projects come in on time and under budget. It also addresses strategic planning and business systems analysis.

Objectives

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

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

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
Select 4 courses from the following:		12
ITMG624	Information Technology Project Management	
ITMG625	IT Project Management: Integration, Scope and Time	
ITMG627	IT Project Management: HR and Procurement	
ITMG628	IT Project Management: Quality and Risk	
ITMG636	IT Project Management: Developing Project Schedule	
Total Semester Hours		12

Concentration in Public Administration (12 semester hours)

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

Objectives

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

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

Concentration Requirements (12 semester hours)

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

PADM611	Law and Public Policy
PBHE501	Public Health in America
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Total Semester Hours	12

Concentration in Strategic Consulting (12 semester hours)

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

Objectives

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

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

Concentration Requirements (12 semester hours)

Code	Title	Semester Hours
MGMT603	Organizational Development	3
HRMT605	Strategic Human Resource Management Practices	3
ITMG624	Information Technology Project Management	3
MGMT622	Risk Management for Leaders	3
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Total Semester Hours		12

Final Program Requirements (3 semester hours)

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

¹ Taken once all other requirements have been met.