

# DESCRIPTIONS OF GRADUATE COURSES

## BUSINESS

### **BUS 566 Project Management**

4 Quarter Hours

Explores the tools, techniques, processes, and strategies for managing projects to successful completion. Special emphasis will be placed on tracking and monitoring project progress in order to identify and resolve difficulties as soon as possible. Included will be discussions of common problem areas and how to deal with them.  
*Prerequisite(s): C or better in BUS 675.*

### **BUS 571 Compensation and Benefits**

4 Quarter Hours

Examines financial rewards in organizations. Students will examine compensation, surveys, reward and incentive systems, pay equity, benefits, legal issues, and the strategic planning of compensation and reward systems in organizations.  
*Prerequisite(s): C or better in BUS 572.*

### **BUS 572 Human Resource Management**

4 Quarter Hours

Evaluates a variety of human resource issues facing corporations and businesses today. These include employee development, performance appraisal systems, job design, hiring and dismissal processes, career management strategies, legal issues, morale monitoring, domestic and global labor market problems, as well as how cultural and economic factors influence the effectiveness of human resource management.  
*Prerequisite(s): C or better in BUS 678.*

### **BUS 573A Labor Relations and Conflict Resolution**

4 Quarter Hours

Provides students the opportunity to analyze industrial relations by examining the role of labor unions in American life and worldwide. The course will address the legal and business environment for collective bargaining and conflict resolution among both union and at-will employees. It will also address the impact of globalization and international trade agreements on the future growth of organized labor.  
*Prerequisite(s): C or better in BUS 572.*

### **BUS 574A Strategic Organizational Development**

4 Quarter Hours

Examines the role and purpose that organizational development plays in creating and supporting business strategy, including change, culture, values, and environment. Evaluation of the results from organizational development initiatives will be discussed to determine contributions made and lessons learned. This course is designed to improve the knowledge and skills of persons involved in the process of business change.  
*Prerequisite(s): C or better in BUS 572.*

### **BUS 576A Employee Staffing and Development**

4 Quarter Hours

Focuses on determining an organization's training needs. Emphasis will be placed on training needs analysis techniques, designing training programs, implementation of training programs, evaluation of training programs, and the cost effectiveness of training programs.  
*Prerequisite(s): C or better in BUS 572.*

### **BUS 615 Human Behavior Management of Organizations**

4 Quarter Hours

Provides students with an understanding of individuals, groups, and organizations as a whole. This course considers such topics as alignment of people within an organization, as well as techniques for these individuals to manage and lead more effectively. This course will also discuss how technology, the Internet, globalism, and virtual teaming are impacting the work environment today.  
*Prerequisite(s): C or better in BUS 678.*

### **BUS 630 Accounting for the Contemporary Manager**

4 Quarter Hours

Focuses on the use of financial and managerial accounting information for decision-making purposes. Topics include accounting concepts, accounting systems, preparing financial statements, product costing and overhead allocation, variance analysis, budgeting, and responsibility accounting. How these topics should be applied in information based decision making is emphasized. Case analysis is used to enhance student learning of key accounting concepts.  
*Prerequisite(s): C or better in BUS 678.*

### **BUS 631 Taxation**

4 Quarter Hours

Focuses on special studies related to tax problems of individuals, partnerships, fiduciaries, and corporations. Emphasis is on federal taxation of corporations, trusts, and estates. Specific use of the Tax Code and the Internal Revenue Service Regulations will be an integral part of this course.  
*Prerequisite(s): C or better in BUS 630 and 16 hours of undergraduate accounting.*

### **BUS 634 Non-Profit Accounting**

4 Quarter Hours

Studies, comprehensively, the recording of transactions by government units and the preparation of financial statements by not-for-profit entities. City government is the basic unit of study; however, school districts, universities, and hospitals are covered to illustrate the similarity in accounting for all not-for-profit entities. The topics of the classifications of audits, auditing standards, audit procedures, the audit report, the Single Audit Act, fraud examination, and forensic accounting are also covered.  
*Prerequisite(s): C or better in BUS 630 and 16 hours of undergraduate accounting.*

### **BUS 635 Global Accounting**

4 Quarter Hours

Explores the impact of the cultural, social, legal, political, and economic conditions that shape the national accounting standard-setting process of the different countries with a focus on accounting practices of vital countries with diverse cultures and legal environments. The purposes of and attempts at classification of countries by their accounting characteristics are examined. The purposes and progress of regional and international harmonization programs are discussed with a focus on the international accounting standards and their impact on the economic consequences of multinational corporations. Attention is given to the accounting problems facing multinational corporations using case studies. These include foreign currency translation, auditing in the international environment, transfer pricing, international taxation, global managerial planning and control and analyzing foreign financial statements.  
*Prerequisite(s): C or better in BUS 630 and 16 hours of undergraduate accounting.*

### **BUS 640 The Financial Environment**

4 Quarter Hours

Provides an understanding of corporate financial management including the introduction of key concepts in the field of finance and the environment in which they are applied. Students learn how to gauge the financial health of their company and to measure and understand the financial return in relation to risk. Capital budgeting and management of working capital are also discussed. This course emphasizes teaching students to improve their business financial decision making.  
*Prerequisite(s): C or better in BUS 678.*

### **BUS 641 Money and Banking**

4 Quarter Hours

Provides students the opportunity to learn and discuss the topics of money, money markets, money market participants, monetary policies and its effects, and regulation of money markets, in addition to examining banks, banking services, and the banking industry. The dynamic nature of the banking industry will be examined, highlighting recent changes and expected future developments. Students will also learn to identify and manage financial risks. Students will write a project report on how to improve some banking practices or business practices related to banking or money management.  
*Prerequisite(s): C or better in BUS 640.*

### **BUS 642 Financial Accounting**

4 Quarter Hours

Emphasis is on understanding and preparing financial accounting statements on past performance and projected future performance of organizations. Students will also learn to evaluate and efficiently use financial accounting statements to identify business problems and profit from business strengths. Topics include FASB's conceptual framework, GAAP, measuring income, recording transactions, accounting for sales, inventories and cost of goods sold, long-lived assets and depreciation, liabilities and interest, valuation and accounting for bonds and leases, stockholder's equity, statement of cash flows, accounting differences, and the International Accounting Standards.  
*Prerequisite(s): C or better in BUS 630 or C or better in BUS 640, 16 hours of undergraduate accounting.*

## DESCRIPTIONS OF GRADUATE COURSES

### **BUS 643 International Business Finance**

4 Quarter Hours

Introduces students international financial capital flows in the global economy, focusing on how firms can borrow from, lend to, and invest in foreign countries. The costs and benefits of international business financing are analyzed, from both short-term and long-term perspectives, considering both direct and indirect effects. Business strategies for managing financial risks are examined, including foreign exchange risk, interest rate risk, and default risk. Students will complete a project report on how his or her firm can profitably borrow from, lend to, or invest in a particular foreign country, using the international money market and international capital market.

*Prerequisite(s): C or better in BUS 640.*

### **BUS 645 Public Finance**

4 Quarter Hours

Helps students to understand and undertake responsible budgeting practices at various levels of government - local, state, and national. Students will learn to read and develop a budget of tax revenue income, expenditures, and transfers to achieve policy makers' financial objectives for their constituents. This course explores the issues of tax policy, fiscal policy, transfer programs, budget deficits, public debt, and budget planning. Students will prepare a project report using the principles of public finance to improve a government practice.

*Prerequisite(s): C or better in BUS 640.*

### **BUS 650 The Economic Environment**

4 Quarter Hours

Provides students with an integrated understanding of the concepts of economics. The emphasis is on the application of economics and uses actual economic events to encourage the study of the principles of economics and to show how these concepts can help students understand the complex and dynamic American economy.

*Prerequisite(s): C or better in BUS 678.*

### **BUS 660 The Marketing Environment**

4 Quarter Hours

Concentrates on the marketing concept and its impact on the strategic decision-making process of the firm. This course emphasizes planning and managing marketing activities of multi-product firms and provides an understanding of the fundamental issues which influence marketing decisions. The specifics of implementing a marketing plan are discussed. In addition, the effects of the global marketplace and sources of marketing research are discussed.

*Prerequisite(s): C or better in BUS 678.*

### **BUS 664 International Marketing**

4 Quarter Hours

Gives an overview and provides an understanding of international marketing as a managerial challenge. The emphasis is on international environmental analysis, international marketing strategies and current international market issues and their implications. It is an integrative learning experience bringing in all the many facets of business management to bear on the central concern of most organizations today - how to grow and prosper in a global marketplace. Challenges in global market integration, global trade and global investments are also explored and examined.

*Prerequisite(s): C or better in BUS 660.*

### **BUS 666 Marketing Research**

4 Quarter Hours

Provides an acute analysis of the goals, methodology, and techniques of research for marketing decisions. This course concentrates on the generation of research information necessary for decision making in all aspects of marketing functions.

*Prerequisite(s): C or better in BUS 660.*

### **BUS 667 Promotional Management**

4 Quarter Hours

Studies conceiving, executing, and administering all aspects of the promotional mix. The above analysis includes the processes for implementation and evaluation of a promotional strategic plan specific to product(s) being marketed. Topics include: formulation of a promotional budget, selecting media sources, determining promotional objectives, and evaluating the effectiveness of the plan.

*Prerequisite(s): C or better in BUS 660.*

### **BUS 668 Distribution Management**

4 Quarter Hours

Provides an in-depth study of variables that influence all the logistic elements for determination of the places where products are being sold. Topics include government regulations, distribution, transportation, organizational structure, competition, and buyer behavior. A logistics model/plan is required for this course.

*Prerequisite(s): C or better in BUS 660.*

### **BUS 678 Research and Statistics for Managers**

4 Quarter Hours

Emphasizes the use of data collection and analysis in business environments to facilitate decision making. Research designs will be addressed so that students can ask and answer specific questions. Students will learn to properly use basic descriptive and inferential statistics. This course will offer an applications-oriented perspective to conducting and critically evaluating primary research.

*Prerequisite(s): C or better in CGS 501.*

### **BUS 685 Dynamics of Leadership**

4 Quarter Hours

Examines issues within the leadership area including the following: managing cultural diversity, team building, project management, roles and responsibilities of the leader, leadership theories, the leadership/follower relationship, supervisory techniques, stress management, problem solving, and various concepts related to human behavior. This course also examines the evolution of leadership thought, the various methods for improving the worker performance through analytical decision making, and current issues in leadership

*Prerequisite(s): C or better in BUS 615.*

### **BUS 686 Leadership Theory and Practice**

4 Quarter Hours

Provides an applied and comprehensive view of the leadership experience in today's world. This course integrates recent ideas and applications with established scholarly research. The implications and demands on leaders due to ethical scandals, global crises, emergence of e-commerce, learning organizations, virtual teams, and globalization are examined.

*Prerequisite(s): C or better in BUS 615.*

### **BUS 688 Profiles in Leadership**

4 Quarter Hours

Explores leadership styles through leader biographies covering several management eras. Both domestic and global views of leadership are considered. Leadership practices and philosophies of both past and present leaders are examined and critiqued.

*Prerequisite(s): C or better in BUS 615.*

### **BUS 689 Team Leadership and Group Dynamics**

4 Quarter Hours

Focuses on ways to improve small group performance through assessment and outcome-based goal setting techniques. Students examine organizational teams and learn team-building skills while being members of virtual teams. Students also learn to productively function in a group environment. Team performance is considered, and various reasons for team failure are explored. Team leadership is stressed throughout the course, and problems that may occur within teams are addressed. Effective teams are critical for many organizations to move forward, and this course helps students enhance their team-building skills.

*Prerequisite(s): C or better in BUS 615.*

### **BUS 690 Strategy in a Global Environment**

4 Quarter Hours

Integrates the theories, skills, and knowledge gained from previous courses and provides students the opportunity to make strategic business decisions. Students will analyze the strategies of current public corporations. Students will also complete a decision-making business simulation. This is the capstone course of the Baker College MBA program.

*Prerequisite(s): C or better in BUS 678. Corequisite(s): BUS 572, BUS 615, BUS 630, BUS 650, BUS 660, BUS 675 or BUS 755 or MIS 511, BUS 640 or BUS 759.*

### **BUS 750 Healthcare Programs and Policies**

4 Quarter Hours

Examines various healthcare policies and the related impact on diverse populations. Students will analyze population health and status assessment information and develop appropriate healthcare program recommendations. Major future trends, such as major causes of disease, expanding role of hospice, and the role of preventative medicine and wellness programs, will be investigated.

*Prerequisite(s): C or better in BUS 678.*

### **BUS 752 Healthcare Administration**

4 Quarter Hours

Studies, comprehensively, managerial problem-solving and decision-making techniques, organizational design, human resources management, the healthcare system, quality improvement, organizational change, and strategic planning.

*Prerequisite(s): C or better in BUS 678.*

## DESCRIPTIONS OF GRADUATE COURSES

### **BUS 753 Quality Management in Healthcare Organizations**

4 Quarter Hours

Provides a thorough review of accreditation requirements and the Malcolm Baldrige Quality standards for healthcare organizations. Each of the seven healthcare criteria for performance will be explored: leadership, strategic planning, customer focus, measurement/analysis/knowledge management, workforce focus, operations focus, and results. Case studies and self-assessments will allow for practical application of these criteria.

*Prerequisite(s): C or better in BUS 678.*

### **BUS 755 Information Technology Management in Healthcare Organizations**

4 Quarter Hours

Provides an in-depth study of information technology as it is utilized in healthcare organizations. Students will compare and contrast the tools, processes, and strategies available to manage information, data, and software and hardware in healthcare organizations. Practical application will be emphasized and students will analyze the impact of information systems and technology on a business and demonstrate the ability to make effective information management decisions.

*Prerequisite(s): C or better in BUS 678.*

### **BUS 758 Health Law and Ethics**

4 Quarter Hours

Explores various legal and ethical issues relevant to the healthcare field. Topics include medical malpractice, informed consent, professional liability, patients' rights, employee rights and responsibilities, and medical ethics.

*Prerequisite(s): C or better in BUS 678.*

### **BUS 759 Healthcare Finance**

4 Quarter Hours

Provides a deeper understanding of financial concepts applied to the healthcare field. Topics include financial statement analysis, principles of reimbursement, cost concepts and decision making, financial forecasting, budgeting techniques, capital project analysis, and strategic financial planning within the healthcare industry.

*Prerequisite(s): C or better in BUS 678.*

### **BUS 800 Doctoral Seminar in Information Proficiency**

2 Quarter Hours

Emphasizes the need in proficiency at identifying the need for information, finding it, and evaluating its accuracy, significance, and relevance to research. Students will be introduced to the information resources available as a doctoral student at Baker College and will develop proficiency at using them. Library services such as remote access to resources, supply materials, and search strategies are explored. Students will also become familiar with the My eLibrary module available in each doctoral seminar.

### **BUS 801 The Scholar Practitioner**

4 Quarter Hours

Focuses on the connection that exists between the role of learner and practitioner. At the heart of the DBA program is the belief that ideas will improve professional practices and reflection on professional practices to create new ideas. These relationships are explored in this course. Students will use readings, assessment tools, experiential exercises, and reflection on past and current experiences to develop a deeper understanding of the extent of knowledge of business and management, learning styles and skills, and professional strengths and weaknesses. Students will also explore the nature of scholarly inquiry and scientific method as well as explore connections between theory and practice and the importance of these considerations in doing applied research. This course also provides practical guidance on how to critically read scholarly articles, how to formulate researchable questions, and how to ensure scholarly integrity and avoid plagiarism.

### **BUS 810 Leading 21st Century Organizations**

4 Quarter Hours

Explores today's complex, world-wide environment that necessitates teamwork and collaboration to sustain a competitive advantage. Students will examine practices required to lead organizations with highly diverse workforces distributed across international, cultural, and regional boundaries. Students will systematically investigate the latest ideas emerging from both the world of practice and leadership research to identify "best practices" in the ever changing and dynamic workplace of the 21st Century.

*Prerequisite(s): BUS 800, BUS 801.*

### **BUS 811 Managing in a World-Wide Context**

4 Quarter Hours

Addresses how regardless of whether you work in a large or small company, a governmental agency, a nonprofit or community-based organization, or run your own small business, you must function in a new and highly interconnected world-wide context. This course explores this new environment from multiple perspectives. Students will examine cultural, environmental, ethical, political, and legal differences across different regions of the world. Attention is focused on how to manage and lead across boundaries to meet the challenges of this new context. Theories of international management, international human resource management, and international finance and accounting are considered as is the role of information technology in creating greater access to the world-wide economy.

*Prerequisite(s): BUS 800, BUS 801.*

### **BUS 812 Knowledge Management and Information Systems**

4 Quarter Hours

Addresses how the digital age has created new opportunities and new challenges for the business enterprise. In this course, students will explore the strategic importance of knowledge and information systems. Students will examine the emerging field of knowledge management and how it addresses the demands of global competition and the needs of 21st century organizations. Students will learn how knowledge is developed, collected, organized, stored, retrieved, disseminated, and applied across organizations; and how information systems are used to make evidence based decisions as well as examine theories and research drawn from organizational behavior, information sciences, and management to create an interdisciplinary perspective on these critical organizational processes.

*Prerequisite(s): BUS 800, BUS 801.*

### **BUS 813 Quality Improvement and Organizational Change**

4 Quarter Hours

Discusses how understanding system variation and establishing clear metrics are essential to ensure successful change initiatives. In this course, students will examine total quality, ISO 9000, Malcolm Baldrige, process re-engineering, benchmarking, Six Sigma, lean development, and other techniques for quality improvement, and will examine these initiatives in the broader framework of organizational change.

*Prerequisite(s): BUS 800, BUS 801.*

### **BUS 814 Corporate and Personal Ethics**

4 Quarter Hours

Reviews how socially responsible and innovative corporate governance is required to meet the challenges of global warming, the stewardship of scarce resources, and the distribution of income among various stakeholders. Students will examine how ethical principles can be integrated into corporate strategies. The responsibility to a wide array of stakeholders is examined as well as factors that should be considered in guiding a company's philanthropic, community development and sustainable business practices. Students will also focus on individual ethics and how managers and leaders can build congruency between their values and actions. Finally, students will examine best practices in corporate social innovation by such firms as Ben and Jerry's, KLD, Plug Power, PwC, UN Global Compact, and Schlumberger SEED.

*Prerequisite(s): BUS 800, BUS 801.*

### **BUS 840 Statistics for Executives**

4 Quarter Hours

Focuses on the concepts of statistical analysis with application to the functional areas of business. It is rich in applications from accounting, finance, marketing, management, and economics. This course will also serve as a refresher on the basic concepts and statistical techniques used in business and prepare the student for more advanced quantitative methods introduced later in the program, laying a foundation for analytic literacy.

*Prerequisite(s): BUS 800, BUS 801.*

### **BUS 841 Introduction to Research Design**

4 Quarter Hours

Gives students the opportunity to learn the purpose and rationale for conducting scientific research, critical technology used in research, and the basic elements of research design. Elements covered include measurement, sampling, variables, validity, reliability, and causation. Different research designs will be covered including experimental and quasi-experimental, survey, field, designs utilizing existing data, and evaluation research. Ethics involved in research are covered including the protection of human subjects as required by the Baker College Institutional Review Board (IRB). It is recommended that the course be taken before or concurrently with BUS844.

*Prerequisite(s): BUS 800, BUS 801.*

## DESCRIPTIONS OF GRADUATE COURSES

### **BUS 842 Designing a Qualitative Dissertation Study**

4 Quarter Hours

Explores, in greater depth, the theory behind and the execution of qualitative research studies. Students will formulate qualitative research questions related to a research problem, identify applicable qualitative approaches, and participant selection strategies. Students will develop protocols for interviews, observations, and document analysis as well as learn to organize and analyze data through classification and coding. Students will examine specific methodological and ethical issues associated with qualitative research. The important outcome is that students will have the research design for their dissertations based on a survey of the research design literature appropriate for their study.

*Prerequisite(s): BUS 840, BUS 844.*

### **BUS 843 Designing a Quantitative Dissertation Study**

4 Quarter Hours

Helps students develop an in-depth understanding and working knowledge of quantitative research design. This course will build on statistical techniques (descriptive and inferential) learned in BUS840, learning to design studies in such a way as to maximize the validity and reliability of the outcome. This course approaches quantitative research design from a problem-solving perspective with emphasis placed on selecting appropriate research designs and on interpreting and reporting data analyses results. Design of experiments to enhance the use and interpretation of statistics in research is the primary focus of the course. The important outcome is that students will have the research design for their dissertations based on a survey of the research design literature appropriate for their study.

*Prerequisite(s): BUS 840, BUS 860.*

### **BUS 844 Defining the Dissertation Research Problem and Research Question**

4 Quarter Hours

Defines the purpose of dissertation studies; produces a clear statement of the research problem based on a detailed review of the literature, and produces research questions to be answered or hypotheses to be tested. Students will include these in a dissertation prospectus, which can be used to select members for their dissertation committee.

*Prerequisite(s): BUS 841, BUS 892.*

### **BUS 860 Doctoral Specialization Seminar I**

4 Quarter Hours

Focuses on the first of two seminars in the successful completion of a qualifying Paper, which is Chapter I and Chapter II of the dissertation proposal. In this initial doctoral seminar, students will complete Chapter I Introduction and Statement of Problem. Specifically, the student will investigate a topic of their choice within their selected field of study. Chapter I includes a definition of the research problem, identification of the research questions, a description of the purpose of the study, and an explanation about its significance. A brief summary of the literature review as well as a description of the research methodology, identification of relevant terminology, and limitations will be included. The seminar will include the development of a bibliography of major theorists or theories in the field of study.

*Prerequisite(s): BUS 844.*

### **BUS 861 Doctoral Seminar in Finance I**

4 Quarter Hours

Focuses on the successful completion of a Qualifying Paper, which is Chapter I and Chapter II of the dissertation proposal. In this initial doctoral seminar, students will complete Chapter I Introduction and Statement of Problem. Specifically, you will investigate a topic of your choice within your selected field of study. Chapter I includes a definition of the research problem, identification of the research questions, a description of the purpose of the study, and an explanation about its significance. A brief summary of the literature review as well as a description of the research methodology, identification of relevant terminology, and limitations will be included. The seminar will include the development of a bibliography of major theorists or theories in the field of study.

*Prerequisite(s): BUS 844.*

### **BUS 862 Doctoral Seminar in Marketing I**

4 Quarter Hours

Gives students the opportunity to investigate a research topic of their choice within Marketing. Building on this research problem or application, students will compare and contrast major theories relevant to the topic from primary sources and synthesize these

concepts to form a theoretical basis for research. The seminar will include a bibliography of major theorists in the field of study to provide a starting point. Students will go beyond this initial set of references as they develop their theoretical foundation. The initial portions of the Qualifying Paper are developed in this seminar. The seminar is normally taken concurrently with either the qualitative or quantitative design research course.

*Prerequisite(s): BUS 844.*

### **BUS 863 Doctoral Seminar in Management Information Systems I**

4 Quarter Hours

Gives students the opportunity to investigate a research topic of their choice within Management Information Systems. Building on this research problem or application, students will compare and contrast major theories relevant to the topic from primary sources and synthesize these concepts to form a theoretical basis for research. The seminar will include a bibliography of major theorists in the field of study to provide a starting point. Students will go beyond this initial set of references as they develop their theoretical foundation. The initial portions of the Qualifying Paper are developed in this seminar. The seminar is normally taken concurrently with either the qualitative or quantitative design research course.

*Prerequisite(s): BUS 844.*

### **BUS 864 Doctoral Seminar in Human Resource Management I**

4 Quarter Hours

Gives students the opportunity to investigate a research topic of their choice within Human Resource Management. Building on this research problem or application, students will compare and contrast major theories relevant to the topic from primary sources and synthesize these concepts to form a theoretical basis for research. The seminar will include a bibliography of major theorists in the field of study to provide a starting point. Students will go beyond this initial set of references as they develop their theoretical foundation. The initial portions of the Qualifying Paper are developed in this seminar. The seminar is normally taken concurrently with either the qualitative or quantitative design research course.

*Prerequisite(s): BUS 844.*

### **BUS 865 Doctoral Seminar in Leadership I**

4 Quarter Hours

Gives students the opportunity to investigate a research topic of their choice within Leadership. Building on this research problem or application, students will compare and contrast major theories relevant to the topic from primary sources and synthesize these concepts to form a theoretical basis for research. The seminar will include a bibliography of major theorists in the field of study to provide a starting point. Students will go beyond this initial set of references as they develop their theoretical foundation. The initial portions of the Qualifying Paper are developed in this seminar. The seminar is normally taken concurrently with either the qualitative or quantitative design research course.

*Prerequisite(s): BUS 844.*

### **BUS 866 Doctoral Seminar Self Designed I**

4 Quarter Hours

Gives students the opportunity to investigate a research topic of their choice within their Self Designed field of study. Building on this research problem or application, students will compare and contrast major theories relevant to the topic from primary sources and synthesize these concepts to form a theoretical basis for research. The seminar will include a bibliography of major theorists in the field of study to provide a starting point. Students will go beyond this initial set of references as they develop their theoretical foundation. The initial portions of the Qualifying Paper are developed in this seminar. The seminar is normally taken concurrently with either the qualitative or quantitative design research course.

*Prerequisite(s): BUS 844.*

### **BUS 867 Doctoral Seminar Public and Nonprofit Management I**

4 Quarter Hours

Gives students the opportunity to investigate a research topic of their choice within Public and Nonprofit Management. Building on this research problem or application, students will compare and contrast major theories relevant to the topic from primary sources and synthesize these concepts to form a theoretical basis for research. The seminar will include a bibliography of major theorists in the field of study to provide a starting point. Students will go beyond this initial set of references as they develop their theoretical foundation. The initial portions of the Qualifying Paper are developed in this seminar. The seminar is normally taken concurrently with either the qualitative or quantitative design research course.

*Prerequisite(s): BUS 844.*

## DESCRIPTIONS OF GRADUATE COURSES

### **BUS 870 Doctoral Specialization Seminar II**

4 Quarter Hours

Focuses on the completion of Chapter II or Literature Review. Specifically, the student will expound on their research problem by analyzing, comparing, and contrasting major theories relevant to their chosen topic. The student will synthesize these concepts to develop a literature review, which provides a connection between the research problem and the research questions. The student's Qualifying Paper is completed in this seminar.

*Prerequisite(s): BUS 860.*

### **BUS 871 Doctoral Seminar in Finance II**

4 Quarter Hours

Focuses on the completion of Chapter II or Literature Review. Specifically, the student will expound on their research problem by analyzing, comparing, and contrasting major theories relevant to their chosen topic. The student will synthesize these concepts to develop a literature review, which provides a connection between the research problem and the research questions. The student's Qualifying Paper is completed in this seminar.

### **BUS 872 Doctoral Seminar in Marketing II**

4 Quarter Hours

Gives students the opportunity to continue the investigation of a research topic of their choice within Marketing. Students will analyze, compare, and contrast related concepts from current research literature and apply these results to their application. This includes identifying the significance and benefits of this research. The final Qualifying Paper is developed in this seminar.

### **BUS 873 Doctoral Seminar in Management Information Systems II**

4 Quarter Hours

Gives students the opportunity to continue the investigation of a research topic of their choice within Management Information Systems. Students will analyze, compare, and contrast related concepts from current research literature and apply these results to their application. This includes identifying the significance and benefits of this research. The final Qualifying Paper is developed in this seminar.

### **BUS 874 Doctoral Seminar in Human Resource Management II**

4 Quarter Hours

Gives students the opportunity to continue the investigation of a research topic of their choice within Human Resource Development. Students will analyze, compare, and contrast related concepts from current research literature and apply these results to their application. This includes identifying the significance and benefits of this research. The final Qualifying Paper is developed in this seminar.

### **BUS 875 Doctoral Seminar in Leadership II**

4 Quarter Hours

Gives students the opportunity to continue the investigation of a research topic of their choice within Leadership. Students will analyze, compare, and contrast related concepts from current research literature and apply these results to their application. This includes identifying the significance and benefits of this research. The final Qualifying Paper is developed in this seminar.

### **BUS 876 Doctoral Seminar Self Designed II**

4 Quarter Hours

Gives students the opportunity to continue the investigation of a research topic of their choice within their Self Designed field of study. Students will analyze, compare, and contrast related concepts from current research literature and apply these results to their application. This includes identifying the significance and benefits of this research. The final Qualifying Paper is developed in this seminar.

### **BUS 877 Doctoral Seminar Public and Nonprofit Management II**

4 Quarter Hours

Gives students the opportunity to continue the investigation of a research topic of their choice within Public and Nonprofit Management. Students will analyze, compare, and contrast related concepts from current research literature and apply these results to their application. This includes identifying the significance and benefits of this research. The final Qualifying Paper is developed in this seminar.

### **BUS 880 First Year Professional Residency**

2 Quarter Hours

Requires students to attend at least one professional conference in the first year. The Academy of Management annual meeting is an example. Approved conferences will be identified and program faculty will also attend. The DBA program will host a seminar at these events. A list of approved conferences will be developed by the faculty each year. Students will be required to document attendance and write a short paper describing what was learned at the conference.

*Prerequisite(s): BUS 800, BUS 801.*

### **BUS 881 Second Year Professional Residency**

2 Quarter Hours

Requires students to attend at least one professional conference in the second year. The Academy of Management annual meeting is an example. Approved conferences will be identified and program faculty will also attend. The DBA program will host a seminar at these events. A list of approved conferences will be developed by the faculty each year. Students will be required to document attendance and write a short paper describing what was learned at the conference.

*Prerequisite(s): BUS 880.*

### **BUS 890A Professional Development I**

2 Quarter Hours

Requires students, in preparation for the Comprehensive Essay and the first year assessment, to develop and maintain a reading asset library of annotations, to explore possible topics for their dissertation through the presentation of cases, and to engage in scholarly dialogue with colleagues.

*Prerequisite(s): BUS 800, BUS 801.*

### **BUS 891A Professional Development II**

2 Quarter Hours

Requires students, in preparation for the Comprehensive Essay and the first year assessment, to develop and maintain a reading asset library of annotations, to explore possible topics for their dissertation through the presentation of cases, and to engage in scholarly dialogue with colleagues.

*Prerequisite(s): BUS 890A.*

### **BUS 892 Comprehensive Essay**

2 Quarter Hours

Prepares students to complete the Comprehensive Essay at the end of the first year after the completion of BUS801, BUS810, BUS811, BUS813, BUS890, and BUS891. It provides evidence that the student has mastered foundational theories and concepts in the field of business administration, have an interdisciplinary understanding of the complex nature of business problems, and is able to synthesize and analyze scholarly research publications. The essay requires students to summarize the annotations collected in the Reading Asset Library. The annotations are submitted with the essay.

*Prerequisite(s): BUS 810, BUS 813, BUS 891A.*

### **BUS 893 Qualifying Paper**

2 Quarter Hours

Allows students to prepare a scholarly paper suitable for publication, in order to qualify for the dissertation phase of the DBA program. Normally this occurs at the end of the second year after all your coursework in the program has been completed except for BUS814 Corporate and Personal Ethics and all that remains is the dissertation. The purpose of the paper is to demonstrate mastery of scholarly writing, research methodology, and a depth of knowledge in a field covered by the program. It will provide evidence that the student is able to plan, execute, and apply scholarly research, and be able to communicate management and business theories, research findings, and best practices through scholarly publication.

*Prerequisite(s): BUS 870.*

### **BUS 894 Dissertation Proposal I**

4 Quarter Hours

Allows students to work toward the completion of their dissertation proposal with the support of their chair and committee. The final dissertation is composed of five chapters (Chapter I Introduction and Statement of the Problem; Chapter II Literature Review; Chapter III Methodology; Chapter IV Results; and Chapter V. Conclusions and Recommendations). The proposal is composed of the first three chapters and must be approved before data can be collected and analyzed.

*Prerequisite(s): BUS 870.*

### **BUS 895 Dissertation Proposal II**

4 Quarter Hours

Allows students to complete their dissertation proposal with the support of their chair and committee. The final dissertation is composed of five chapters (Chapter I Introduction and Statement of

the Problem; Chapter II Literature Review; Chapter III Methodology; Chapter IV Results; and Chapter V. Conclusions and Recommendations). The proposal is composed of the first three chapters and must be approved before data can be collected and analyzed. The proposal oral must be successfully completed to pass the course.  
*Prerequisite(s): BUS 893, BUS 894.*

**BUS 896B Dissertation I**  
4 Quarter Hours

Allows students to work toward the completion of their dissertation with the support of their chair and committee. A successfully completed dissertation provides evidence that you have the ability to plan, execute, and apply scholarly research, have mastered foundational theories and concepts, and have an in depth knowledge of theory and practice in one area of specialization. It is also evidence that you are able to conceptualize and carry out research and to communicate the results of that research in a coherent document, which addresses an important problem and makes a significant contribution to the profession's theory or practice.  
*Prerequisite(s): BUS 895.*

**BUS 897B Dissertation II**  
4 Quarter Hours

Allows students to continue working toward the completion of their dissertation with the support of their chair and committee. A successfully completed dissertation provides evidence that you have the ability to plan, execute, and apply scholarly research, have mastered foundational theories and concepts, and have an in depth knowledge of theory and practice in one area of specialization. It is also evidence that you are able to conceptualize and carry out research and to communicate the results of that research in a coherent document, which addresses an important problem and makes a significant contribution to the profession's theory or practice.  
*Prerequisite(s): BUS 896B.*

**BUS 898B Dissertation III**  
4 Quarter Hours

Allows students to continue working toward the completion of their dissertation with the support of their chair and committee. A successfully completed dissertation provides evidence that you have the ability to plan, execute, and apply scholarly research, have mastered foundational theories and concepts, and have an in depth knowledge of theory and practice in one area of specialization. It is also evidence that you are able to conceptualize and carry out research and to communicate the results of that research in a coherent document, which addresses an important problem and makes a significant contribution to the profession's theory or practice.  
*Prerequisite(s): BUS 897B.*

**BUS 899B Dissertation IV**  
4 Quarter Hours

Allows students to successfully complete their dissertation oral with the support of their chair and committee. A successfully completed dissertation provides evidence that you have the ability to plan, execute, and apply scholarly research, have mastered foundational theories and concepts, and have an in depth knowledge of theory and practice in one area of specialization. It is also evidence that you are able to conceptualize and carry out research and to communicate the results of that research in a coherent document, which addresses an important problem and makes a significant contribution to the profession's theory or practice. The dissertation oral must be successfully completed to pass the course.  
*Prerequisite(s): BUS 898B.*

**BUS 900 Dissertation V**  
4 Quarter Hours

Emphasizes the successful completion of the students' dissertation with the support of their chair and committee. A successfully completed dissertation provides evidence that the student has the ability to plan, execute, and apply scholarly research, has mastered foundational theories and concepts, and has an in-depth knowledge of theory and practice in one area of specialization. It is also evidence that the student is able to conceptualize and carry out research and to communicate the results of that research in a coherent document, which addresses an important problem and makes a significant contribution to the profession's theory or practice. The dissertation must be successfully completed and submitted to UMI to pass the course.  
*Prerequisite(s): BUS 899B.*

**CENTER FOR GRADUATE STUDIES**

**CGS 501 Graduate Seminar**  
1 Quarter Hour

Orients graduate students to the standards and expectations of the College, including topics such as policies and procedures, the online learning environment and expectations, academic integrity, APA writing requirements, library resources, and professional standards.

**EDUCATION**

**EDU 511 Data Analysis for Educators**  
4 Quarter Hours

Provides candidates with a basic understanding of statistics and data analysis, with emphasis on using data for decision making. Topics will include significance testing, interpreting data, reading charts and graphs, reading quantitative research, dashboards, and data in an education setting. Content will also incorporate using technology for data analysis.  
*Prerequisite(s): C or better in CGS 501.*

**EDU 521 Assessment and Evaluation for Educators I**  
4 Quarter Hours

Introduces candidates to a broad spectrum of assessment types. Candidates will design assessments and scoring protocols, including rubrics. Hands-on experience with item analyses, reliability, validity, standard setting, and equating will be included. Value-added assessment will be examined using state assessments, college entrance and placement exams, and other standardized assessments as examples.  
*Corequisite(s): EDU 511.*

**EDU 522 Assessment and Evaluation for Educators II**  
4 Quarter Hours

Applies assessment and evaluation results to the decision-making process. Candidates will develop goals that support the mission of programs and institutions, incorporating assessment data into planning cycles and decision making. Candidates will discuss using assessment data for program evaluation, accreditation and grant writing. Additional topics include writing and analyzing survey data and data disaggregation. Data management software and other technology used to support decision making will be reviewed.  
*Prerequisite(s): C or better in EDU 521.*

**EDU 523 Research in Education**  
4 Quarter Hours

Explores the philosophy and history of education in the context of emerging research. Topics include educational leadership, information literacy, and technology. Candidates will focus on reading and interpreting research studies, research controversies in education, relationship between research and public policy, and emerging trends in teaching and learning. The course will emphasize both qualitative and quantitative research, using best practices from research for improving education.  
*Prerequisite(s): C or better in EDU 521.*

**EDU 531 Learning Theory and Instruction for Educational Improvement**  
4 Quarter Hours

Reinforces best practices in curriculum and instruction leading to improved learning, including pedagogy and andragogy. Candidates will integrate curriculum, assessment and instruction to create a coherent picture of the educational process. Strategies examined include weaving curriculum across grades or programs of study and applying formative assessment techniques for improvement. Applications of grading systems, learning centered instruction and backward design will be included.  
*Prerequisite(s): C or better in EDU 523.*

**EDU 601 Leadership for Accountability**  
4 Quarter Hours

Explores approaches to educational leadership which emphasize continuous improvement, project management, and leading change. Candidates will focus on learning communities, data-driven decisions, assessment as planning, strategic planning, systems theory, goal setting, self-reflection and vision. Additional topics include the history of educational leaders, educating for the common good, conflict resolution, problem solving and using technology to lead. 30 hours of fieldwork required.  
*Prerequisite(s): C or better in EDU 523.*

## DESCRIPTIONS OF GRADUATE COURSES

### **EDU 602 Organizations, Innovation and Accountability**

4 Quarter Hours

Develops organizational planning skills through effective communication, human resource management, and conflict resolution, while managing for improvement. Explores the leader's role in organizational culture. 30 hours of fieldwork required.

*Prerequisite(s): C or better in EDU 601.*

### **EDU 603 Faculty Evaluation and Growth to Improve Student Learning**

4 Quarter Hours

Researches professional development systems that focus on improving teaching and learning. Candidates will assess and critique best practices in faculty evaluation and learn how to engage faculty in a growth process that results in a measurable action plan for improvement. 30 hours of fieldwork required.

*Corequisite(s): C or better in EDU 601.*

### **EDU 611 Fiscal, Facilities and School Management**

4 Quarter Hours

Applies accounting principles to leadership and management in schools. Candidates will focus on using strategic planning, accountability and vision to set financial goals. Emphasis is placed on budgeting priorities based on improving learning, prioritizing operations, creating safe and secure environments, and overall accountability. 30 hours of fieldwork required.

*Prerequisite(s): C or better in EDU 602.*

### **EDU 612 Public Policy, Values, and Legal and Ethical Issues in Accountability**

4 Quarter Hours

Researches legal and ethical issues in educational leadership. Candidates will focus on public policy and the impact on day-to-day school operations along with studying current issues in education such as Common Core, faculty evaluation, No Child Left Behind, alternative teacher preparation. Candidates will develop a code of ethics and examine the impact of one's practice on treating people with respect. Additional topics include considering schools in context through political, social, cultural, global, policy development, diversity and equity issues. Locating reliable information on best practices, professional development, and other information relevant for practice in education will also be included.

*Prerequisite(s): C or better in EDU 601.*

### **EDU 613 School and Community Relations - Diversity and Communities**

4 Quarter Hours

Locates and maximizes resources within a community including relationship building, capitalizing on people's strengths, and working with diversity to enrich the school. Topics include marketing, business and government partnerships, having an informed public, and working with families as partners. Candidates will learn to create and maintain media relationships. 30 hours of fieldwork required.

*Prerequisite(s): C or better in EDU 601.*

### **EDU 621 Technology for Improving Education**

4 Quarter Hours

Gives students the opportunity to develop an understanding of emerging and innovative technologies and how they can support educational improvement efforts. Candidates will learn how to effectively manage technologies in the area of assessment, data analysis, and communication. In addition, candidates will gain an understanding of confidentiality and privacy laws, policies and procedures, copyright laws, and intellectual property restrictions.

*Prerequisite(s): C or better in EDU 601.*

### **EDU 641 Instructional Design for Higher Education**

4 Quarter Hours

Develops the ability to create and implement an instructional design process. Candidates will research best practices in instructional design including: addressing stakeholder needs in program, course and curriculum development, creating quality curriculum, utilizing common assessment of student work, and incorporating technology to maximizing student learning.

*Prerequisite(s): C or better in EDU 531.*

### **EDU 642 Course Facilitation in Higher Education**

4 Quarter Hours

Analyzes multiple adult learning theories as they construct a student centered teaching philosophy. Candidates will develop the resources necessary to select and use a variety of instructional strategies to effectively address various learning situations. In addition, candidates will model the facilitation of a learning environment focused on improved retention and student learning.

*Prerequisite(s): C or better in EDU 531.*

### **EDU 643 Effective Distance Learning Programs**

4 Quarter Hours

Researches and analyzes the organizational commitment and resources required to effectively serve students in a distance education environment. Candidates will explore the quality benchmarks and parameters essential for addressing the emerging educational trends and challenges of distance education.

*Prerequisite(s): C or better in EDU 531.*

### **EDU 691 Educational Effectiveness Capstone Experience**

4 Quarter Hours

Creates a data-driven solution for solving a current educational problem. Candidates will develop a plan that is grounded in research and theory, and relies on established best practices. The plan will include recognition of all stakeholders, the establishment of benchmarks and targets for improvement, and a detailed implementation strategy. 50 hours of fieldwork required.

*Prerequisite(s): Program Director/Dean approval.*

## LAW

### **LAW 711 Contracts I**

4 Quarter Hours

Focuses on the creation of binding, legally enforceable contractual obligations, including the requirements of mutual assent, consideration, and the statute of frauds.

### **LAW 712 Contracts II**

4 Quarter Hours

Focuses on the effects of contractual obligations of Contracts A. Topics covered include determining the parties' obligations, limits on the bargain and its performance, impracticability, and frustration of purpose.

*Prerequisite(s): LAW 711.*

### **LAW 713 Contracts III**

4 Quarter Hours

Describes remedies for breach of contract and performance; and third party beneficiaries (including topics pertaining to the assignment and delegation of contractual duties).

*Prerequisite(s): LAW 712.*

### **LAW 721 Criminal Law I**

4 Quarter Hours

Sets the foundation for the exploration of the substantive criminal law rules and begins with an overview of the theories of punishment, then covers actus reus and mens rea, homicide, and causation. Property crimes and certain crimes against the person, such as rape are also introduced.

### **LAW 722 Criminal Law II**

4 Quarter Hours

Covers justifications and excuses applicable to criminal acts (with emphasis placed on the doctrines of self-defense, necessity, intoxication, insanity and diminished capacity). Attempt, solicitation, complicity, and conspiracy are covered.

*Prerequisite(s): LAW 721.*

### **LAW 731 Torts I**

4 Quarter Hours

Covers the elements of a cause of action under theories of intentional tort causes of action (intent, battery, assault, false imprisonment, trespass to chattel/conversion, and intentional infliction of emotional distress); defenses to intentional torts; the concepts of joint and several liability; and damages.

### **LAW 732 Torts II**

4 Quarter Hours

Covers specific causes of action arising under strict liability and products liability theories, as well as causes of action stemming from theories of nuisance and trespass. The course also covers defamation, invasion of privacy and related "privacy" torts.

*Prerequisite(s): LAW 731.*

### **LAW 733 Torts III**

4 Quarter Hours

Focus on the concept of negligence, including the reasonable person standard of care, the determination of unreasonableness, including breach of duty, custom and the role of the jury; proof of breach; statutory standards of care (negligence per se); duty in negligence cases, land occupier duties; cause-in-fact, and proximate (legal) cause and applicable defenses (contributory negligence, comparative negligence, assumption of the risk, and immunities).

*Prerequisite(s): LAW 732.*

## DESCRIPTIONS OF GRADUATE COURSES

### **LAW 741 Introduction to Legal Research and Writing**

4 Quarter Hours

Provides students with the baseline research and analytical skills necessary to excel in their upper division courses. Students learn how to convey legal analysis of a problem in a written form that adheres to the conventions of the legal profession. Students gain proficiency with the basic legal research skills essential for successful law practice. Topics include sources of law and types of authority, secondary sources, case law, statutes, administrative regulations, legislative history, authority verification, computer-assisted legal research, and developing and implementing a successful legal research plan.

### **LAW 751 Business Associations I**

4 Quarter Hours

Introduces business organization and agency concepts. It introduces the law of partnerships (including formation, management, and liability of partners), and the formation of corporations (including the concepts of the internal affairs doctrine, the role of the articles of incorporation, and the consequences of defective incorporation). It also covers the allocation of power between owners and managers.

### **LAW 752 Business Associations II**

4 Quarter Hours

Examines the concept of liability, including limited liability companies, piercing the corporate veil, equitable subordination, as well as a brief overview of federal proxy rules. It also examines closed corporations and voting arrangements, and directors' voting agreements, fiduciary protection, and dissolution. The fiduciary obligations of officers and directors are explored in depth, as well as the issuance of shares and dividend and share repurchases. Derivative suits are introduced as well.

*Prerequisite(s): LAW 751.*

### **LAW 761 Civil Procedure I**

4 Quarter Hours

Introduces the essential steps in handling a case, using both federal and California rules of civil procedure to introduce the concepts of personal jurisdiction, subject matter jurisdiction, supplemental jurisdiction, venue, service, removal, and transfer.

### **LAW 762 Civil Procedure II**

4 Quarter Hours

Builds upon Civil Procedure A and focuses on joinder of parties and claims; the Erie Doctrine; the theory and rules governing the litigation process, including pleadings, class actions, motion practice, discovery, pretrial conferences, trial procedure, post-trial motions, preclusive effects of judgments, and relief from judgments and principles of appellate review.

*Prerequisite(s): LAW 761.*

### **LAW 771 Community Property I**

4 Quarter Hours

Introduces the principles governing classification of property as community or separate; management and control of community property; liability of marital property for debts; and division of property upon divorce or death.

### **LAW 772 Community Property II**

4 Quarter Hours

Builds on the general principles introduced in Community Property A and covers the rights of opposite-sex and same-sex persons who cohabit without marriage or registration. Conflict of laws issues unique to this field are covered, as is federal preemption.

*Prerequisite(s): LAW 771.*

### **LAW 781 Constitutional Law I**

4 Quarter Hours

Covers judicial review, Article III requirements, federal legislative power, state regulatory powers, presidential powers, adoption of post-Civil War amendments, the incorporation controversy, the state action requirement, and procedural and substantive due process and equal protection.

### **LAW 782 Constitutional Law II**

4 Quarter Hours

Covers First Amendment liberties, and focuses specifically on Freedom of Speech. Topics that will be covered include: the history and philosophy of freedom of speech; speech that incites action; fighting words; libel; obscenity and sexually explicit speech; commercial speech; content-based and content-neutral regulations of speech; vagueness and overbreadth; prior restraints upon speech; freedom of association; the right not to speak; campaign contributions as speech; freedom of association; freedom of the press; and, the broadcast media judicial review.

*Prerequisite(s): LAW 781.*

### **LAW 791 Criminal Procedure I**

4 Quarter Hours

Introduces the field of criminal procedure and the sources of criminal procedure. It introduces how the Fourth, Fifth, and Sixth Amendment constitutional restraints on the activities of law enforcement officers during the investigatory stage of the criminal process. It specifically covers searches and seizures, stop and frisk, probable cause and arrest, search and seizure of property, and inspections and regulatory searches.

### **LAW 792 Criminal Procedure II**

4 Quarter Hours

Continues with the specific examination of constitutional restraints applicable during the investigatory stage of the criminal process. It covers interrogations and confessions, eye witness and scientific identifications, the exclusionary rule and entrapment, civil and criminal remedies for constitutional violations, the legal process (bail, the right to counsel, pre-trial and trial processes); and ends with sentencing and appeals. Rights in the context of counterterrorism are also introduced.

*Prerequisite(s): LAW 791.*

### **LAW 801 Evidence I**

4 Quarter Hours

Introduces federal evidence, and also highlights certain differences between the federal evidentiary rules and the rules applicable in California. It introduces the structure of trials, as well as pre-trial preparation and the role of the lawyer, judge and jury. It begins substantive coverage with the topic of relevance (including authentication, the best evidence rule, and rules of exclusion). It also covers character and other habit and routine evidence in the context of relevance.

### **LAW 802 Evidence II**

4 Quarter Hours

Continues on specific evidentiary rules, and covers the examination of witnesses (competency, direct examinations, objections, cross-examination, and expert witnesses). It concludes by covering the hearsay rule and evidentiary privileges.

*Prerequisite(s): LAW 801.*

### **LAW 811 FYLSE Preparation**

4 Quarter Hours

Prepares students to sit for the First Year Law Students' Examination (the "FYSLE") administered by the Committee of Bar Examiners of the State Bar of California. Although it serves as a review course of the substantive subjects covered on the FYLSE, it focuses on test preparation strategies and skills such as issue spotting, outlining, time management techniques, and multiple choice question preparation.

*Prerequisite(s): Completion of first year curriculum..*

### **LAW 821 Intellectual Property I**

4 Quarter Hours

Begins with an introduction to the philosophical foundation underlying the body of intellectual property law, and provides an overview of trade secret, patent, copyright, and trademark law. It covers the substantive rules of copyright law and trade secret law in detail.

### **LAW 822 Intellectual Property II**

4 Quarter Hours

Builds upon the prior course and covers the substantive areas of patent law and IP infringement, including applicable defenses. The course then explores industries and case studies in which copyright and patent rules intersect. It concludes by examining substantive rules pertaining to trademark law.

*Prerequisite(s): LAW 821.*

### **LAW 831 Professional Responsibility I**

4 Quarter Hours

Introduces the regulation of lawyers through rules of professional conduct and codes of judicial conduct, such as the American Bar Association (ABA) Model Rules of Professional Conduct, the California Supreme Court's Rules of Professional Conduct, the ABA Code of Judicial Conduct and the California Code of Judicial Conduct. Substantive coverage in this course includes issues that affect the attorney-client relationship such as confidentiality, conflicts of interest, duties to former clients, handling corporate clients, and duties to prospective clients.

### **LAW 832 Professional Responsibility II**

4 Quarter Hours

Continues the exploration of the rules of professional conduct, and covers the limits of appropriate advocacy actions, including the special responsibilities of a prosecutor, candor toward the tribunal,

## DESCRIPTIONS OF GRADUATE COURSES

and fairness to opposing party and counsel. It explores rules applicable to transactions with persons other than clients and surveys rules applicable to law firms and associations (including the responsibilities of supervising lawyers, non-lawyer assistants, and restrictions on the right to practice law. It also covers rules applicable to providing legal services, such as the rules applicable to advertising, and contact with prospective clients.

*Prerequisite(s): LAW 831.*

### **LAW 841 Real Property I**

4 Quarter Hours

Introduces basic property concepts and focuses on the acquisition of property rights (including gifts, capture, and the effect of labor), as well as the right to exclude others. It introduces present estates and future interests (possessory estates, future interests retained by the grantor, and the rule against perpetuities), as well as concurrent ownership and leaseholds.

### **LAW 842 Real Property II**

4 Quarter Hours

Covers land transactions, title, assurance, nuisance, servitude, zoning, and takings. It introduces concepts relevant to real estate transactions such as the power of the owners, transfers, and security interests. Easements, covenants and zoning are covered as well.

*Prerequisite(s): LAW 841.*

### **LAW 851 Remedies I**

4 Quarter Hours

Considers the kinds and nature of relief afforded by courts to litigants in civil litigation. It focuses on a study of the theory and general principles governing the award of equitable remedies and damages. There is also some consideration of restitution. The course examines these remedies in the tort, constitutional law, family law, property, and contract contexts.

### **LAW 852 Remedies II**

4 Quarter Hours

Focuses on the major forms of equitable relief including temporary restraining orders, preliminary injunctions, and permanent injunctions, including the issuance and modification of such orders. It also covers contempt. Equitable defenses are also covered (laches, unclean hands, for example).

*Prerequisite(s): LAW 851.*

### **LAW 861 Trusts, Wills and Estates I**

4 Quarter Hours

Covers an overview of family and intestacy rules (including intestate succession and community property issues). It then continues with an introduction to wills and trusts, including the requisite California formalities and forms, and how trusts are created. Powers of appointment, special purpose and spendthrift trusts, and the interpretation of wills and other instruments are covered in detail.

### **LAW 862 Trusts, Wills and Estates II**

4 Quarter Hours

Covers trust administration, the powers and duties of trustees and the remedies beneficiaries may pursue for breaches of trust. It also covers probate, and the applicable tax consequences, as well as the rules pertaining to capacity and contests. Will substitutes and planning for minors is touched upon briefly, as are other estate planning concepts.

*Prerequisite(s): LAW 861.*

## **MANAGEMENT INFORMATION SYSTEMS**

### **MIS 511 Management Information Systems**

4 Quarter Hours

Provides an overview for students of Information System, and prepares them to be successful in their professional roles as well as for future academic studies in the field. An emphasis is placed on how management can use information and information technology to gain competitive advantage, increase productivity, and make better and timelier decisions particularly when formulating business strategy and policy.

*Prerequisite(s): C or better in CGS 501.*

### **MIS 521 Information Systems Project Management**

4 Quarter Hours

Guides an IS project manager through the what, when, and how of the work necessary to take a project from its fledgling idea to successful deployment in an efficient and effective manner. This

course will provide the tools, skills and knowledge for successful planning, organization, and implementation of information systems and emphasizes the use of real-world examples and applications. Common mistakes and pitfalls in project management when used in designing information systems will be discussed. Topics covered include project scoping, estimating, budgeting, scheduling, tracking and controlling.

*Prerequisite(s): C or better in CGS 501.*

### **MIS 526 Fundamentals of Business Intelligence**

4 Quarter Hours

Business Intelligence Systems are integrated software solution that include advanced analytical and data management solutions to support decision making in an organization. They relate to strategic planning and decision support. The course covers the technical components of business intelligence, including data warehousing, data mining and artificial intelligence concepts.

*Prerequisite(s): C or better in MIS 511.*

### **MIS 531 Database Design and Management**

4 Quarter Hours

Prepares students to be able to manage, within organizational settings, the major concepts and frame work, design and implementation of databases. It examines the theories, concepts, and application issues associated with the design and implementation of database management systems. Topics include requirements analysis, user specifications, design strategies, implementation, testing, growth, maturity, and obsolescence. Other topics include relational and distributed databases, business implications of database design, data integrity, and security.

*Prerequisite(s): C or better in MIS 511.*

### **MIS 541 Data Communications and Networking**

4 Quarter Hours

Provides a baseline level of knowledge for success in industry and preparation for networking certifications, including the MCSA, MCSE, CNA and CCNA designations. Students are exposed to new industry topics such as Networked Attached Storage (NAS), Cable Installation and Management, as well as Fixed and Mobile WiMAX. With a focus on networking operating systems, this course provides up-to-date coverage of Microsoft Windows XP and Server 2003 technologies along with UNIX, Red Hat Linux, and Novell Netware operating systems.

*Prerequisite(s): C or better in MIS 511.*

### **MIS 601 Information Security**

4 Quarter Hours

Focuses on tools necessary for quantifying risk as well as costs and benefits of mitigation methods and technologies. Topics covered include software, access control systems and methodology, business continuity and disaster recovery planning, legal issues in information system security, ethics, computer operations security, physical security and security architecture. The course seeks to provide a balance between the managerial role and the technical role.

*Prerequisite(s): C or better in CGS 501.*

### **MIS 611 System Analysis and Design**

4 Quarter Hours

Examines a variety of different types of computer supported systems including transactional systems, knowledge systems, management systems, e-systems among others. We will be concerned with being able to understand how to represent systems of various types. Starting with requirements, one may ask, how do we create some representation of a system - either "to-be" or "as-is". The answer to this question will take us to the world of functional analysis and object oriented analysis with some stops in between to look at requirements analysis and the user interface.

*Prerequisite(s): C or better in MIS 511.*

### **MIS 621 Systems Architectures**

4 Quarter Hours

Addresses the relationships and tradeoffs associated with computer hardware and software. Emphasis will be placed on system architecture including data and file structures, data storage, data communications, systems analysis and design, the operator-machine interface, input/output devices and operating systems. Other topics include system architectures for single-user, centralized, and networked computing systems and single-user and multi-user operating systems. Primarily, however, this course will focus on software system architectures.

*Prerequisite(s): C or better in MIS 521, C or better in MIS 531, C or better in MIS 611.*

## DESCRIPTIONS OF GRADUATE COURSES

### **MIS 624 Data Warehousing**

4 Quarter Hours

Addresses design issues related to data warehousing and techniques for using data warehouses for business intelligence. In this course, a variety of tools will be used to demonstrate design, implementation, and utilization (e.g., mining) of data warehouses. Students will learn how data warehouses are used to help managers successfully gather, analyze, understand and act on information that has been stored in data warehouses, and will gain hands-on experience in creating and querying a data warehouse.

*Prerequisite(s): C or better in MIS 531.*

### **MIS 626 Decision Support and Dashboarding**

4 Quarter Hours

Introduces performance dashboards and decision support concepts and tools that help guide decision making in the business environment. The course includes use advanced analytics and involves data models associated with Business Intelligence (BI). Performance dashboards make use of BI to help analyze decisions and options available for decision making. The course covers the architecture, metrics and design components of the various types of performance dashboards. Illustrative case studies are examined and through a course-long project, students propose and design a performance dashboard.

*Prerequisite(s): C or better in MIS 526.*

### **MIS 671 Information Systems Integration Project I**

4 Quarter Hours

Helps students integrate the knowledge and skills acquired during class work in the MSIS program. MIS671 is the first of two capstone courses (the other being MIS672). For most students, these courses will be undertaken with industry sponsorship, often their own employers, which will involve the development of an information systems project of appropriate scope. This course focuses on project initiation, which includes scope and stakeholder definition, the software system management plan, delivery approach and development of the Software Requirement Specification (SRS) for a system that students will develop in MIS672.

*Prerequisite(s): C or better in MIS 521, C or better in MIS 611.*

*Corequisite(s): Business Intelligence majors: BUS 615, BUS 630, BUS 640, BUS 678, MIS 526, MIS 531. Information Systems majors: BUS 615, BUS 630, BUS 640, BUS 678, MIS 531, MIS 541.*

### **MIS 672 Information Systems Integration Project II**

6 Quarter Hours

Focuses on finishing the analysis, design, implementation, and documentation of their system, followed by a presentation to their industry sponsor and the instructor. The project is considered to be successfully complete when the system meets the requirements as specified can the project sponsor is satisfied with the results. This course can be repeated up to 3 times until project completion.

*Prerequisite(s): C or better in MIS 671. Corequisite(s): Business Intelligence majors: MIS 624, MIS 626. Information Systems majors: MIS 601, MIS 621.*

## **OCCUPATIONAL THERAPY**

### **OCC 501 Program Planning/Intervention (Childhood)**

5 Quarter Hours

Covers assessment and the development of treatment strategies using current frames of reference in detail. Students are prepared to apply theoretical concepts in practice settings serving children.

### **OCC 505 Assessment and Treatment Interventions for Mental Health Practice**

4 Quarter Hours

Covers mental health assessment and treatment strategies using psychosocial frames of reference and evidence based research. Therapeutic use of self, occupation, and group processes are emphasized.

### **OCC 511 Occupational Therapy Research**

4 Quarter Hours

Provides students with skills in utilizing methodologies of research by applying them to occupational therapy practices. Students will analyze research literature and learn how to prepare research proposals.

### **OCC 512 Qualitative and Quantitative Research Techniques**

4 Quarter Hours

Focuses on participation in data collection, analysis, and interpretation for both qualitative and quantitative research methodologies. A research proposal will be completed at the end of the course and submitted for approval which will allow students to conduct a final research project.

### **OCC 513 Independent Study in Occupational Therapy Research**

6 Quarter Hours

Allows students the opportunity to design, develop, and implement a research project utilizing skills from occupational therapy experiences and the statistical course sequence.

### **OCC 521 Upper Extremity Anatomy**

4 Quarter Hours

Builds on knowledge gained in clinical kinesiology. Students will learn upper extremity anatomy in detail through lecture and clinical application. Emphasis will be on using knowledge of the upper extremity to develop clinical reasoning skills for the rehabilitation of upper extremity dysfunction.

### **OCC 522 Splinting and Related Hand Therapy Topics**

4 Quarter Hours

Focuses on the selection, fit, and fabrication of splints. This course includes related topics of hand therapy assessment and treatment, modalities, and wound care.

### **OCC 530 Case Based Clinical Reasoning**

4 Quarter Hours

Utilizing a problem-based approach, students are guided through the process of applying clinical reasoning principles to a variety of cases. Clinical observations and case assignments will be utilized to reflect on and process experiences. Ethical issues related to treatment and service provision will be discussed.

### **OCC 541 Healthcare Policy and Finance**

4 Quarter Hours

Focuses on the examination of the national and state healthcare policy as it relates to the provision of occupational therapy. Students will study trends in reimbursement, professional credentialing, and quality improvement.

### **OCC 561 Level I Fieldwork (Psychological and Social Factors)**

4 Quarter Hours

Provides supervised opportunities in the community to design, deliver, and evaluate service programming in traditional and emerging areas of practice that has as its focus psychological and social factors. Emphasis will be on the application of knowledge in real world settings.

### **OCC 571 Occupational Therapy Level II Fieldwork**

6 Quarter Hours

Provides a full-time, three-month clinical affiliation in a setting which provides students with experience in an occupational therapy practice. Students must complete all OT major coursework and gain approval by the program director of the Occupational Therapy program before enrolling in this course.

*Prerequisite(s): Student background check.*

### **OCC 572 Occupational Therapy Level II Fieldwork**

6 Quarter Hours

Provides a full-time, three-month clinical affiliation in a setting which provides students with experience in an occupational therapy practice. Students must complete all OT major coursework and gain approval by the program director of the Occupational Therapy program before enrolling in this course.

*Prerequisite(s): Student background check.*

### **OCC 691 Graduate Seminar in Certification Preparation**

1 Quarter Hour

Provides the opportunity to synthesize the academic and clinical learning experience by focusing on a comprehensive review for the National Board Certification in Occupational Therapy (NBCOT) examination. The review will include the domain areas of the examination and test taking strategies.

## **PSYCHOLOGY**

### **PSY 511 History and Systems in Psychology**

4 Quarter Hours

Provides a survey of the historical foundations of the science of psychology, including an examination of the major systems of thought and theoretical applications. Key contributions of other sciences to the field of psychology are explored. Behavioral, cognitive, psychoanalytic, humanistic, and other approaches to psychology are analyzed in regard to social changes and historical events. Contemporary issues in the field of psychology are also investigated.

*Prerequisite(s): C or better in CGS 501.*

## DESCRIPTIONS OF GRADUATE COURSES

### **PSY 521 Industrial/Organizational Psychology**

4 Quarter Hours

Provides a generalized overview of the I/O Psychology specialization. The theoretical underpinnings, research, models, and applications of I/O Psychology will be explored. Applications to the field, at the individual, group, and organizational level will be considered. Behaviors in the workplace and other organizational settings will also be examined. Major topics in I/O Psychology will be addressed including: personnel psychology, testing and assessment, organizational behavior and development, job analysis, selection, training, performance management, motivation, communication, leadership, and group/team dynamics.

*Prerequisite(s): C or better in CGS 501.*

### **PSY 531 Tests and Measurements**

4 Quarter Hours

Provides students with an introduction to the area of testing and assessment. An analysis of the theory and practice of psychological measurement and assessment in both applied and theoretical contexts will be covered. Topics will include an overview and history of the field, foundations of psychological testing and psychometrics, reliability and validity indices, professional standards of test development and use, and the ethical/social/cultural issues of psychological testing and assessment.

*Prerequisite(s): C or better in PSY 511, C or better in PSY 521.*

### **PSY 541 Statistics and Data Analysis**

4 Quarter Hours

Emphasizes the use of statistics and data analysis to facilitate decision making. Explores how research questions and hypotheses influence statistical selection. Students will learn how to select, use, and interpret basic descriptive and inferential statistics, as well as how to read and interpret results in scholarly research articles.

*Prerequisite(s): C or better in PSY 531.*

### **PSY 551 Consultation Psychology**

4 Quarter Hours

Provides an examination of the consultative process. Topics will include consultation theories, ethics, roles, models, approaches to research, and the dynamics of the consultation relationship. This course is diverse in topic and designed to include a focus on the stages of consultation, as well as the application of strategies and evaluation of the consultation process. Individual, group, and organizational consultation will be addressed, as will the development of strategies to address identified needs for change.

*Prerequisite(s): C or better in PSY 511, C or better in PSY 521.*

### **PSY 561 Research Methods**

4 Quarter Hours

Provides students with the tools to design, conduct, and analyze research. Students develop an understanding of the scientific method of inquiry and the standards associated with conducting systematic empirical research. An examination of the procedures and principles involved with research, including problem formulation, literature review, measurement issues, sampling, research design, data analysis, and report writing, is provided.

*Prerequisite(s): C or better in PSY 541.*

### **PSY 571 Psychology of Leadership**

4 Quarter Hours

Provides a comprehensive overview of psychological principles of leadership and leader development. Leadership theories, approaches, and models are evaluated and applied to real life settings associated with industrial/organizational psychology. This course also allows students to apply leadership theories and leader development processes to their professional practices.

*Prerequisite(s): C or better in PSY 511, C or better in PSY 521.*

### **PSY 611 Testing and Assessment in the Workplace**

4 Quarter Hours

Gives students the opportunity to examine different types of tests used in organizational settings, as well as evaluate criteria used to determine credibility of assessments. The process of test purpose and selection will be explored, including administering, scoring, interpreting, and providing feedback based on assessments. Legal, ethical, and global issues related to test selection and administration will be covered.

*Prerequisite(s): C or better in PSY 531.*

### **PSY 621 Psychology of Performance and Motivation**

4 Quarter Hours

Provides an in-depth overview of various psychological theories, concepts, and principles of motivation. Students will evaluate the application of the psychological principles of motivation that

influence performance. A detailed analysis of current theory in motivation and emotion as it relates to the workplace will also be reviewed. Emphasis will be placed on theoretical knowledge, measurement, and application using current literature in the field.

*Prerequisite(s): C or better in PSY 511, C or better in PSY 521.*

### **PSY 631 Psychology of Cognition and Learning**

4 Quarter Hours

Provides an overview of the theories of cognition and learning. The implications of these theories as they relate to intellectual functioning will be explored. Included will be the analysis of major theories of learning, cognition, and emotion, with emphasis given to the application of these theories within organizational settings.

*Prerequisite(s): C or better in PSY 511, C or better in PSY 521.*

### **PSY 641 Psychology of Personnel Management and Human Resources**

4 Quarter Hours

Examines psychological theories, methods, and approaches related to personnel and human resource management, and application to professional practice. Students will explore and apply evidence based practices in regard to personnel selection and placement, employee performance, appraisal, job analysis, organizational effectiveness, design and evaluation of training programs, and change management within organizations. Ethical, legal, cultural, technological, and global factors related to HR and personnel management will be explored.

*Prerequisite(s): C or better in PSY 511, C or better in PSY 521.*

### **PSY 651 Social Psychology**

4 Quarter Hours

Provides an overview of social, group, and multicultural factors affecting individual behavior. Topics include the development of attitudes, leadership roles, social perception/cognition, social influence, group dynamics, sources of conflict, emotion, and personality.

*Prerequisite(s): C or better in PSY 511, C or better in PSY 521.*

### **PSY 661 Evidence Based Coaching**

4 Quarter Hours

Examines psychological theories, methods, and approaches that create the framework for evidence based executive coaching. Various coaching applications, models and techniques are examined and practiced. Executive coaching will be explored as a significant strategy for accelerating individual, team and organizational performance. Topics include applying principles of group process and personality theory, leadership development, planning and goal setting and addressing factors that may interfere with effective performance. Must complete with a C or better.

*Prerequisite(s): C or better in PSY 531, C or better in PSY 571.*

### **PSY 671 Industrial/Organizational Psychology Residency**

4 Quarter Hours

Provides students the opportunity to attend a residency in order to build skills that will support their transition into the field of I/O psychology. The experience will take place in a learning-centered environment, with ongoing collaboration and interaction among all participants. The primary mode of learning will be experiential and will include team exercises, hands-on learning, and interaction with current I/O Psychology professionals. Must complete with a C or better.

*Prerequisite(s): Program Director/Dean approval.*

### **PSY 699 Integrative Capstone in Psychology**

4 Quarter Hours

Integrates theories, skills, and knowledge gained from previous courses. Students will be required to demonstrate their ability to analyze and apply psychological theory, models, research, and best practices to a comprehensive series of cases and tasks related to I/O psychology. This is the capstone course for the Master of I/O Psychology.

*Prerequisite(s): C or better in PSY 551, C or better in PSY 561, C or better in PSY 571, C or better in PSY 611, C or better in PSY 621, C or better in PSY 631, C or better in PSY 641, C or better in PSY 651.*

## DESCRIPTIONS OF GRADUATE COURSES

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### **ST. FRANCIS**

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#### **SF 501 SF Seminar**

Prepares students for success in the Juris Doctor program. Topics include JD program policies, training in the use of Blackboard and Adobe Connect, technological requirements, an overview of the First Year Law Students Exam, case briefing, understanding of IRAC form, and the organization of the American legal system.