

HERZING[®] UNIVERSITY O N L I N E



MBA

Master of Business Administration
MBA in Accounting
MBA in Business Management
MBA in Healthcare Management

MBA in Human Resources
MBA in Marketing
MBA in Project Management
MBA in Technology Management

HERZING UNIVERSITY O N L I N E

GRADUATE STUDIES

Propel your career to the next level with a Graduate Degree

Employers hire and promote professionals who can make effective management decisions. These managers must take into consideration the possible outcomes of each decision, and weigh how the various aspects of the business may be affected. In order to choose the best solutions, managers must possess a solid understanding of the organization's structure, operations, technical requirements, personnel needs, and accounting procedures. In addition, legal and ethical issues must be recognized and considered.

Your MBA will look great on a résumé, but it's so much more than that...

Earning your MBA credential signifies your ability to analyze problems and evaluate which solution will work best for the organization. In addition, employers recognize that individuals who hold an MBA have the high level of communication skills required for upper-level and executive management positions.

Convenient online instruction

Most graduate students are working adults with a strong desire to get ahead, not put their life on hold to attend school. Herzing's flexible online course schedule allows busy professionals the opportunity to take classes while tending to their career and other personal commitments – you log in to class when it's convenient for you. Students can choose to take one or two courses at a time for each eight-week term. Homework is distributed at the beginning of each week, with discussion questions typically due mid-week, and a written assignment due at the end of the week.

Distinguished faculty

All graduate program instructors hold doctorate degrees and possess multiple years of experience in their subject. Each has been hand-picked based on academic and professional accomplishments, personality, and teaching background to provide high-quality learning experience for Herzing graduate students. Class sizes are kept small to ensure individual attention and timely access to instructors. Available by phone and email, your instructors are ready to help when you have questions or tutoring needs.

Analyze, strategize and manage

Each specialized MBA online degree at Herzing University includes:

- the core courses to ensure a well-rounded understanding of management principles as they relate to all major functions of today's business organizations,
- a capstone project that demonstrates mastery of the coursework, and
- industry-specific core courses to prepare you for special topics and issues currently facing your industry.

Plan for your future

An MBA degree matters most when it aligns with your career goals. To best prepare you to reach those goals, Herzing University offers eight programs:

- **Master of Business Administration**
- **MBA in Accounting**
- **MBA in Business Management**
- **MBA in Healthcare Management**
- **MBA in Human Resources**
- **MBA in Marketing**
- **MBA in Project Management**
- **MBA in Technology Management**

Why choose Herzing for your MBA?

We know you have choices, and that's a good thing. An MBA degree is a big deal, and you need to make sure you are choosing the program and school that will best position you for success.

When asked why they chose Herzing, our students and alumni told us their top three reasons were our career-focused curricula, convenient class scheduling, and caring instructors and staff. They also said they valued the real-world scenarios that were taught in classes and personal interaction with our highly-experienced and credentialed faculty. If these items are also important to you, Herzing University might be a great fit.



Jeff Lovelace
Business Graduate

Take charge of your career

Learn more about Graduate Studies at
Herzing University by calling:

1-866-508-0748 ext. 898
to speak with a Graduate Specialist

MBA COURSE STRUCTURE

Herzing University Online MBA degree programs were designed with the busy adult in mind. The school year has three semesters, and each semester is comprised of two eight-week terms. Students have new classes every eight weeks, separated by either a long weekend or the winter or summer break.

Program Length

Typically, graduate students choose to take one class at a time and complete their program in two years, or take two courses at a time and finish in one year. In addition, students may adjust their schedules as other responsibilities permit, taking a lighter course load some terms and a heavier load in others.

Attendance

Typically, students are not required to be online at a specified date or time. However, students should plan on logging in at least four different days each week for an online weekly total of around three hours.

Coursework

Students will be required to participate in some group projects, but most assignments are completed on an individual basis. Homework assignments are posted at the beginning of the week and must be completed and submitted by the due date. Typical assignments include a discussion question based on the lecture and reading that is due by mid-week (with replies and comments on classmates' posts by the end of the week), and a written assignment or test due at the end of the week.

Depending on the course, students may be required to write essays, complete term projects, and take exams. Instructional materials differ for each course but often include e-books, web sites, voice-over power point lectures, journal articles, case studies, and interviews.

Faculty Availability

Instructors are available by email and telephone. Faculty can be reached for immediate answers during their posted office hours and will respond within 24–36 hours to any questions received outside of those hours.

Tutoring

Because class sizes are kept small, your instructor is also your tutor. Students and instructors can interact in a chat-like manner that allows for real-time discussion and example exercises. If the instructor's posted office hours conflict with a student's schedule, special appointments can be made.



General Academic Calendar 2011-2013

2011

Semester	Term	Term Start	Term End
Spring Semester	Term A	01/12/11	03/05/11
	Semester Break	03/06/11	03/06/11
	Term B	03/07/11	04/26/11
	Spring Break	04/27/11	05/01/11
Summer Semester	Term A	05/02/11	06/22/11
	Semester Break	06/23/11	07/10/11
	Term B	07/11/11	08/31/11
	Semester Break	09/01/11	09/05/11
Fall Semester	Term A	09/06/11	10/29/11
	Semester Break	10/27/11	10/30/11
	Term B	10/31/11	12/21/11
	Winter Break	12/22/11	01/08/12

2012

Semester	Term	Term Start	Term End
Spring Semester	Term A	01/09/12	02/29/12
	Semester Break	03/01/12	03/04/12
	Term B	03/05/12	04/25/12
	Spring Break	04/26/12	04/29/12
Summer Semester	Term A	04/30/12	06/20/12
	Semester Break	06/21/12	07/08/12
	Term B	07/09/12	08/29/12
	Semester Break	08/30/12	09/03/12
Fall Semester	Term A	09/04/12	10/24/12
	Semester Break	10/25/12	10/28/12
	Term B	10/29/12	12/19/12
	Winter Break	12/20/12	01/06/13

2013

Semester	Term	Term Start	Term End
Spring Semester	Term A	01/07/13	02/27/13
	Semester Break	02/28/13	03/03/13
	Term B	03/04/13	04/24/13
	Spring Break	04/25/13	04/28/13
Summer Semester	Term A	04/29/13	06/19/13
	Semester Break	06/20/13	07/07/13
	Term B	07/08/13	08/28/13
	Semester Break	08/29/13	09/02/13
Fall Semester	Term A	09/03/13	10/23/13
	Semester Break	10/24/13	10/27/13
	Term B	10/28/13	12/18/13
	Winter Break	12/19/13	01/05/14

WHAT'S A GRADUATE DEGREE ACTUALLY WORTH?

A post-graduate degree can open many more doors for advancement and opportunity in your career, but how much is a graduate degree actually worth?

According to the graph shown, the average person who holds a master's degree earns an additional \$10,000 per year than those who do not. Multiply that by 10, 20 or 30 years, and getting your master's makes a whole lot of sense...and cents.

The Bureau of Labor Statistics corroborates these findings with two separate studies. The first concludes that over their lifetime, workers with a master's degree on average earn \$400,000 more than their less-credentialed peers. In 2005, the second BLS study stated that master's degree holders earn an average yearly salary that is \$10,329 higher than bachelor's degree holders.

LEVEL OF EDUCATION	MEDIAN ANNUAL INCOME
Less than a high school diploma	\$20,845
High school diploma (or equivalent)	\$30,879
High school with some college	\$37,297
Associate Degree	\$42,608
Bachelor's Degree	\$63,277
Master's Degree	\$70,973

Source: United States Census Bureau, Pub. 2009: Table 701. Money Income of People—Selected Characteristics by Income Level: 2008 - Male

However, not all master's degrees are created equal. U.S. Census Bureau findings show that those with a master of arts degree typically yield less income than the average listed above, while MBA and master of science degree holders earn more. To determine whether it's a smart financial move for you, decide on your final career goal and then research the following:

Will earning a master's degree...

- Help me achieve my ultimate career goal?
 - Help me fulfill the educational requirement for the occupation I want?
 - Increase my earnings potential in my current position?
 - Make me eligible for promotion at my current employer?
 - Increase my credibility to clients and/or staff?
- (This is an important question for managers, business owners and consultants.)*

On the other hand, if you want to take a graduate degree program because you have a very strong interest in gaining additional knowledge on a subject, or if you have a specific educational goal you wish to achieve, then future income is certainly not the only aspect to consider. Earning a graduate degree can be a very fulfilling personal accomplishment.

WHAT EMPLOYERS WANT

Employers want managers they can trust to make informed decisions about their department, taking into consideration how these decisions will impact all other areas of the company.

Dependability and leadership

The executive management team is busy tackling inter-departmental and big picture issues, and they need to know that department heads are able to act in the best interest of the organization and lead their department effectively – without being closely supervised. Therefore, employers seek managers who are strong leaders, critical thinkers, problem solvers, and knowledgeable in their sector (such as healthcare, IT, marketing, human resources or accounting). Executives also want managers who are able to see the organization as a whole, and how their departments work with all others to provide a valuable product or service to consumers.

Practical knowledge

Work experience is certainly valued by employers—it reflects the manager's practical knowledge of the field. Industry credentials (when available) validate the manager's knowledge, and professional organization membership demonstrates a commitment to the industry and awareness of current trends.

Education

A formal education is what binds the manager's experience and professional affiliations together. It is through earning a post-graduate degree that professionals achieve the level of critical thinking required to combine their academic knowledge, past experience, industry networks, and professional resources in order to apply them to the situation at hand.

Results

Once this critical thinking process and application takes place, an MBA degree program specifically teaches the professional how the solution to one situation will affect other operations of the business. With addition of a management specialty, the employer recognizes the professional is not only an expert in the topic, but also has the propensity to lead, manage and motivate other employees in the organization. This additional skill set is highly desirable because it allows executives to delegate greater responsibility to that individual, further allowing the executive to focus on the most imperative and broad-spectrum concerns.

MASTER OF BUSINESS ADMINISTRATION

Why an MBA?

The online MBA degree program prepares students with the necessary skills and academic knowledge for management positions in various business enterprises. These career opportunities may be in areas such as accounting, finance, business administration, sales, marketing, human resources, information systems, and production or operations for the existing or emerging manager. Application of theory and practice using case studies are emphasized through all courses.

Choose from eight MBA options

Herzing offers multiple MBA degrees so students can choose the program that will best suit their personal and career goals. For those students looking for the quickest route to completing an MBA, the 33-credit Master of Business Administration degree consists of the core MBA courses and one elective. This option can be completed in less than one year. Students who would like to further enhance their study in a particular industry for maximum career impact may choose to add a short 12-credit specialization in Accounting, Business Management, Healthcare Management, Human Resources, Marketing, Project Management or Technology Management.

Program Goals

Graduates from the 33-credit MBA program should be able to:

- Successfully manage, interpret, validate and act on information both internal to the organization and from its external environment
- Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams
- Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals
- Communicate effectively, both verbally and in writing
- Establish and work within a budget
- Demonstrate self-discipline, motivation and creative thinking skills in the analysis of business problems and development of solutions in new situations
- Analyze financial data
- Utilize general knowledge of technological systems used in business applications
- Manage projects from development and implementation to testing and results evaluation
- Facilitate planning and strategy sessions

Careers

Graduates of Herzing's online MBA degree program will be able to apply their knowledge to any field, including finance, marketing, healthcare, educational, manufacturing, industrial, insurance, non-profit, and hospitality industries.

Master's degree graduates typically use their credential to advance in the field in which they are currently working.

Sample career titles include (but are not limited to):

- Sr. Marketing Operations Manager
- Sr. Project Leader
- Project Controls Manager
- Chief Executive Officer
- Chief Operations Officer
- Sr. Business Analyst
- Manager, Financial & Planning Analyst

33-credit MBA Curriculum

A minimum of 33 or 36 semester credit hours is required for graduation, depending on whether the student is exempt from taking MBA 500 Business Fundamentals.

Required MBA Courses

- MBA 500** Business Fundamentals*
- MBA 600** Leadership and Organizational Behavior
- MBA 606** Research and Decision Making
- MBA 615** Marketing
- MBA 620** Accounting for Managers
- MBA 626** Information Systems and Technology
- MBA 631** Operations and Project Management
- MBA 641** Business and Labor Law
- MBA 645** Finance
- MBA 690** Strategic Planning
- MBA 691** Graduate Capstone Project**

Elective MBA Course

A minimum of 3 credit hours (one course) is required from the list of courses below.

ACCOUNTING

- MBA 655** Advanced Auditing
- MBA 656** Accounting Information Systems
- MBA 657** Advanced Taxation
- MBA 658** Advanced Managerial Accounting

BUSINESS MANAGEMENT

- MBA 610** Human Resources Management
- MBA 651** Entrepreneurship
- MBA 652** International Business
- MBA 653** Logistics and Supply Chain Management

Healthcare MANAGEMENT

- MBA 662** Healthcare Public Policy and Corporate Compliance
- MBA 663** Health Insurance and Managed Care
- MBA 664** Healthcare Administration
- MBA 665** Healthcare Info Management

HUMAN RESOURCES

- MBA 610** Human Resources Management
- MBA 636** Training and Development in Organizations
- MBA 637** Designing Organizational Change
- MBA 638** Managing Organizational Performance

MARKETING

- MBA 666** Advertising Management and Communication
- MBA 667** Global Consumerism
- MBA 668** Interactive and Strategic Marketing
- MBA 669** Brand Product Management

PROJECT MANAGEMENT

- MBA 646** Contract and Procurement
- MBA 647** Advanced Project Management
- MBA 648** Project Cost and Schedule Control
- MBA 654** Logistics and Supply Chain Management

TECHNOLOGY MANAGEMENT

- MBA 671** Project Management in Technology
- MBA 672** Information Security and Privacy
- MBA 673** Systems Analysis and Design
- MBA 674** Technology and Innovation

*MBA 500 is an overview course that covers business practices across a number of disciplines. Students who have earned an undergraduate degree with a major or minor in business may petition for exemption from this course.

**MBA 691 is taken in the last term and may be continued for a second term for 3.0 additional credits if the student's final project warrants.

MASTER OF BUSINESS ADMINISTRATION ACCOUNTING

Why an MBA in ACCOUNTING?

Opportunities for accountants and auditors are growing more quickly than average according to the Bureau of Labor Statistics — at a rate of 22% over the next decade. New jobs are being created due to changing financial laws, new government regulations, international trade and mergers, and increased accountability for protecting businesses and shareholders.

While a bachelor's degree is the minimum requirement for most accountant and auditor positions, employers prefer applicants with a master's degree in accounting, or with a master's degree in business administration with a concentration in accounting. Your MBA in Accounting can also help you reach the education requirement for the CPA exam (check with your state for specific requirements).

Program Goals

Graduates from the MBA program should be able to:

- Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
- Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
- Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
- Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
- Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
- Apply sound business concepts in accounting situations.

Careers

An MBA in Accounting is valuable in opening the door to top-paid positions in such highly competitive fields as financial management and financial analysis. It also provides the credentials needed to teach business classes at community colleges or career education schools. Upon completion of the MBA in Accounting, graduates will be prepared to engage high-level positions such as:

Sample career titles include (but are not limited to):

- Public Accountant
- Management Accountant
- Government Accountant and Auditor
- Internal Auditor
- Budget Analyst
- Financial Analyst
- Controller
- Treasurer
- Finance Officer
- Credit Manager
- Risk and Insurance Manager
- International Banking Manager
- Securities, Commodities, and Financial Services Sales Agents

Curriculum

A minimum of 42 or 45 semester credit hours is required for graduation, depending on whether the student is exempt from taking MBA 500 Business Fundamentals.

Required MBA Courses

- MBA 500** Business Fundamentals*
- MBA 600** Leadership and Organizational Behavior
- MBA 606** Research and Decision Making
- MBA 615** Marketing
- MBA 620** Accounting for Managers
- MBA 626** Information Systems and Technology
- MBA 631** Operations and Project Management
- MBA 641** Business and Labor Law
- MBA 645** Finance
- MBA 690** Strategic Planning
- MBA 691** Graduate Capstone Project**

Required Courses in Accounting

- MBA 655** Advanced Auditing
- MBA 656** Accounting Information Systems
- MBA 657** Advanced Taxation
- MBA 658** Advanced Managerial Accounting

**MBA 500 is an overview course that covers business practices across a number of disciplines. Students who have earned an undergraduate degree with a major or minor in business may petition for exemption from this course.*

***MBA 691 is taken in the last term and may be continued for a second term for 3.0 additional credits if the student's final project warrants.*



Lucretia Doyle
Business Graduate

MASTER OF BUSINESS ADMINISTRATION BUSINESS MANAGEMENT

Why an MBA in BUSINESS MANAGEMENT?

This MBA degree program is ideal for the professional who wishes to advance in a management capacity in their field.

Program Highlights

This specialty MBA prepares students for business management from both quantitative and qualitative aspects. International business and entrepreneurship topics are also included to give the student a well-rounded approach to business and management.

Program Goals

Upon completion of the Herzing University online MBA degree program, graduates should be able to:

- Communicate effectively, both verbally and written
- Establish and work within a budget
- Recognize and overcome the obstacles facing new and growing companies
- Effectively review and evaluate staff performance
- Utilize general knowledge of technological systems used in business applications
- Manage projects from development and implementation to testing and results evaluation
- Determine the personnel and resource needs of an organization
- Prepare and deliver effective presentations to staff, executives and clients
- Position the company for global interaction, taking into account cultural, financial and ethical differences
- Facilitate planning and strategy sessions
- Apply critical thinking and problem solving techniques to administrative issues
- Establish a professional network and identify resources for continued learning on effective management
- Supervise and motivate staff
- Analyze financial data

Careers

Graduates of the Herzing MBA in Business Management online degree program will be able to apply their knowledge to any field, including the finance, marketing, healthcare, manufacturing, industrial, insurance, non-profit and hospitality industries.

Master's degree graduates typically use their credential to advance in the field in which they are currently working. Below is a list of sample career titles, most of which require an MBA and related work experience.

- Sr. Marketing Operations Manager
- Sr. Project Leader
- Project Controls Manager
- Chief Executive Officer
- Chief Operations Officer
- Sr. Business Analyst
- Manager, Financial & Planning Analyst

Curriculum

A minimum of 42 or 45 semester credit hours is required for graduation, depending on whether the student is exempt from taking MBA 500 Business Fundamentals.

Required MBA Courses

- MBA 500** Business Fundamentals*
- MBA 600** Leadership and Organizational Behavior
- MBA 606** Research and Decision Making
- MBA 615** Marketing
- MBA 620** Accounting for Managers
- MBA 626** Information Systems and Technology
- MBA 631** Operations and Project Management
- MBA 641** Business and Labor Law
- MBA 645** Finance
- MBA 690** Strategic Planning
- MBA 691** Graduate Capstone Project**

Required Courses in Business Management

- MBA 610** Human Resources Management
- MBA 651** Entrepreneurship
- MBA 652** International Business
- MBA 653** Logistics and Supply Chain Management

**MBA 500 is an overview course that covers business practices across a number of disciplines. Students who have earned an undergraduate degree with a major or minor in business may petition for exemption from this course.*

***MBA 691 is taken in the last term and may be continued for a second term for 3.0 additional credits if the student's final project warrants.*



George Medland
Business Graduate

MASTER OF BUSINESS ADMINISTRATION Healthcare MANAGEMENT

Why an MBA in Healthcare MANAGEMENT?

Consistently declared by the U.S. Bureau of Labor Statistics as one of the nation's largest-growing industries, the healthcare industry is constantly challenged by emerging technology, government regulations, ethical dilemmas and insurance considerations. These rapidly-changing factors pose complex questions for healthcare providers, patients, regulatory agencies, HMOs and insurance companies, biotechnology and pharmaceutical firms, and other health-related businesses.

Specializing in both healthcare industry topics and practical business decision-making, healthcare administrators and managers are called upon to address these important issues and steer employers toward sound solutions.

Program Highlights

The Healthcare Management concentration builds upon the core MBA business and management courses to provide specialized knowledge and expertise in modern healthcare issues, trends and tools, and their applications. Students will receive in-depth instruction in legal, ethical and compliance issues; healthcare finance; managed healthcare and insurance company operations; and the different types of healthcare service systems in the United States.

Program Goals

In order to productively solve healthcare issues facing modern providers and other industry-related businesses, the graduate of the Herzing University MBA–Healthcare Management online degree program should be able to:

- Understand healthcare as an industry and the various types of organizations that are active within it
- Recognize opportunities for development of services and the resources each will require
- Lead, motivate, and/or strategize with staff and community members of diverse backgrounds
- Analyze financial data
- Remain current on issues and innovations affecting the healthcare industry
- Mediate disputes and objectively consider solutions to problems without personal bias or prejudice
- Establish a network and identify resources for continued learning on effective management in a healthcare setting
- Determine the personnel & resource needs of an organization
- Direct departments and personnel toward meeting the unified goal of providing for a community's healthcare needs
- Facilitate inter-departmental planning and strategy sessions
- Apply critical thinking and problem solving techniques to administrative issues
- Market the facility to the community and community leaders

Careers

Upon completion of this degree, graduates will have gained knowledge applicable to careers in healthcare finance, administration, marketing, policy and information management.

Sample career titles include:

- Healthcare Administrator
- Healthcare Manager
- Chief Executive Officer
- Director of Development
- Compliance Officer
- Controller

Curriculum

A minimum of 42 or 45 semester credit hours is required for graduation, depending on whether the student is exempt from taking MBA 500 Business Fundamentals.

Required MBA Courses

- MBA 500** Business Fundamentals*
- MBA 600** Leadership and Organizational Behavior
- MBA 606** Research and Decision Making
- MBA 615** Marketing
- MBA 620** Accounting for Managers
- MBA 626** Information Systems and Technology
- MBA 631** Operations and Project Management
- MBA 641** Business and Labor Law
- MBA 645** Finance
- MBA 690** Strategic Planning
- MBA 691** Graduate Capstone Project**

Required Courses in Healthcare Management

- MBA 662** Healthcare Public Policy and Corporate Compliance
- MBA 663** Health Insurance and Managed Care
- MBA 664** Healthcare Administration
- MBA 665** Healthcare Information Management

**MBA 500 is an overview course that covers business practices across a number of disciplines. Students who have earned an undergraduate degree with a major or minor in business may petition for exemption from this course.*

***MBA 691 is taken in the last term and may be continued for a second term for 3.0 additional credits if the student's final project warrants.*



Jasmine Cadet
Health Care Student

MASTER OF BUSINESS ADMINISTRATION HUMAN RESOURCES

Why an MBA in HUMAN RESOURCES?

An MBA in Human Resources can put you in a great position for career growth in one of today's fastest growing fields. Overall employment in human resources, training, and labor relations occupations is projected to grow by 22% by 2018. Legislation and court rulings revising standards in occupational safety and health, equal employment opportunity, wages, healthcare, retirement plans, and family leave, among others, will increase demand for all professionals with a bachelor's degree. However, according to the Bureau of Labor Statistics, a master's degree or MBA is highly recommended for those seeking general and top management jobs.

Program Goals

Graduates from the MBA program should be able to:

- Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
- Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
- Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
- Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
- Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
- Apply sound business concepts in human resources.

Careers

Upon completion of your MBA in Human Resources, you'll be fully prepared to handle a wide range of well-paid positions. Sample career titles include:

- Human Resources Manager
- Compensation and Benefits Manager
- Training and Development Specialist
- Employment, Recruitment, and Placement Specialist
- Compensation, Benefits, and Job Analysis Specialist

Curriculum

A minimum of 42 or 45 semester credit hours is required for graduation, depending on whether the student is exempt from taking MBA 500 Business Fundamentals.

Required MBA Courses

- MBA 500** Business Fundamentals*
- MBA 600** Leadership and Organizational Behavior
- MBA 606** Research and Decision Making
- MBA 615** Marketing
- MBA 620** Accounting for Managers
- MBA 626** Information Systems and Technology
- MBA 631** Operations and Project Management
- MBA 641** Business and Labor Law
- MBA 645** Finance
- MBA 690** Strategic Planning
- MBA 691** Graduate Capstone Project**

Required Courses in Human Resources

- MBA 610** Human Resource Management
- MBA 636** Training and Development in Organizations
- MBA 637** Designing Organizational Change
- MBA 638** Managing Organizational Performance

**MBA 500 is an overview course that covers business practices across a number of disciplines. Students who have earned an undergraduate degree with a major or minor in business may petition for exemption from this course.*

***MBA 691 is taken in the last term and may be continued for a second term for 3.0 additional credits if the student's final project warrants.*



Desarae Phillips
Business Graduate

MASTER OF BUSINESS ADMINISTRATION MARKETING

Why an MBA in MARKETING?

According to the U.S. Bureau of Labor Statistics, there are many opportunities for those interested in careers in the marketing, survey research, public relations, and advertising fields. However, competition for managerial positions in these fields will be fierce. While a bachelor's degree is often sufficient for entry-level positions, higher degrees may be required for advancement.

Marketing executives need to understand all aspects of their field, from analyzing statistical data to understanding what types of products people want. Developing pricing strategies and overseeing new product development are also typical duties for higher-level marketing professionals.

Possessing an MBA in Marketing can give you a competitive edge in this field. It demonstrates to employers that you have both the academic credentials and practical workday capabilities needed to succeed in a variety of management positions.

Program Goals

Graduates from the MBA program should be able to:

- Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
- Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
- Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
- Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
- Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
- Apply sound business concepts in human resources.

Careers

Upon completion of the MBA in Marketing program, graduates will have gained the knowledge needed to manage their companies' market research, marketing strategy, sales, advertising, promotions, pricing, product development, and/or public relations activities. Sample career titles include:

- Advertising Managers
- Market and Survey Researchers
- Market Research Analysts
- Marketing Managers
- Promotions Managers
- Public Relations Manager
- Sales Manager

Curriculum

A minimum of 42 or 45 semester credit hours is required for graduation, depending on whether the student is exempt from taking MBA 500 Business Fundamentals.

Required MBA Courses

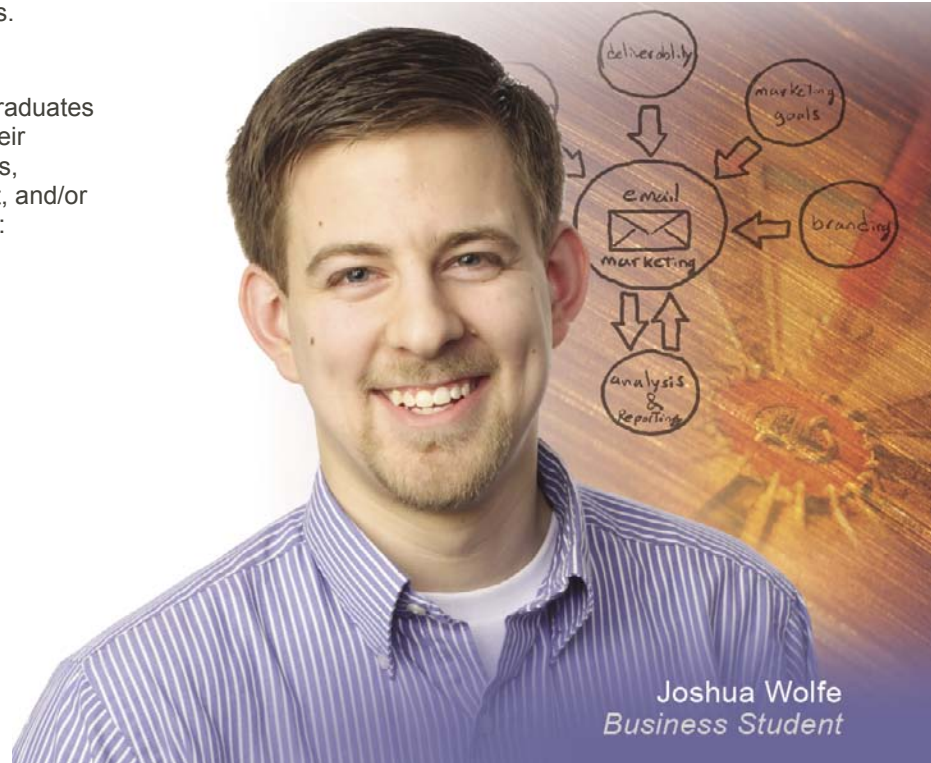
- MBA 500** Business Fundamentals*
- MBA 600** Leadership and Organizational Behavior
- MBA 606** Research and Decision Making
- MBA 615** Marketing
- MBA 620** Accounting for Managers
- MBA 626** Information Systems and Technology
- MBA 631** Operations and Project Management
- MBA 641** Business and Labor Law
- MBA 645** Finance
- MBA 690** Strategic Planning
- MBA 691** Graduate Capstone Project**

Required Courses in Marketing

- MBA 666** Advertising Management and Communication
- MBA 667** Global Consumerism
- MBA 668** Interactive and Strategic Marketing
- MBA 669** Brand Product Management

*MBA 500 is an overview course that covers business practices across a number of disciplines. Students who have earned an undergraduate degree with a major or minor in business may petition for exemption from this course.

**MBA 691 is taken in the last term and may be continued for a second term for 3.0 additional credits if the student's final project warrants.



Joshua Wolfe
Business Student

MASTER OF BUSINESS ADMINISTRATION PROJECT MANAGEMENT

Why an MBA in PROJECT MANAGEMENT?

Project managers direct teams of specialists needed to handle a wide range of assignments. These can include everything from overseeing the construction of a new building to developing a new product. Today, any complex venture requires qualified project managers who not only understand what needs to be done, but also can plan, budget, and coordinate efforts of everyone involved.

In-depth knowledge of a specific field of expertise combined with strong academic credentials in management can open the door to many opportunities in this increasingly important and growing career field. Most employers today seek project managers who have a bachelor's degree in a specific area such as business, construction, engineering, or computer information systems, combined with a master's degree in project management.

Program Goals

Graduates from the MBA program should be able to:

- Successfully manage, interpret, validate, and act on information both internal to the organization and from its external environment.
- Analyze organizational, operational, ethical, legal, and managerial issues affecting the attainment of an organization's goals.
- Apply creative, analytical, and practical business solutions to the issues relevant to successful organizational operations.
- Examine and implement ethical strategic and operational business solutions while working in cross-functional collaborations and integrated teams.
- Demonstrate self-discipline, motivation, and creative thinking skills in the analysis of business problems and development of solutions in new situations.
- Apply sound business concepts in human resources.

Careers

Graduates of the MBA in Project Management program have the skills needed to balance necessary elements of a project including time, money, and scope.

The U.S. Bureau of Labor Statistics does not classify project managers as an occupation. Instead, project managers are often counted as construction managers or computer and information systems managers when they work in the areas of construction or information technology. Sample careers include:

- Computer and Information Systems Managers
- Construction Managers
- Engineering Managers
- Financial Managers

Curriculum

A minimum of 42 or 45 semester credit hours is required for graduation, depending on whether the student is exempt from taking MBA 500 Business Fundamentals.

Required MBA Courses

MBA 500 Business Fundamentals*

MBA 600 Leadership and Organizational Behavior

MBA 606 Research and Decision Making

MBA 615 Marketing

MBA 620 Accounting for Managers

MBA 626 Information Systems and Technology

MBA 631 Operations and Project Management

MBA 641 Business and Labor Law

MBA 645 Finance

MBA 690 Strategic Planning

MBA 691 Graduate Capstone Project**

Required Courses in Project Management

MBA 646 Contract and Procurement

MBA 647 Advanced Project Management

MBA 648 Project Cost and Schedule Control

MBA 654 Logistics and Supply Chain Management

**MBA 500 is an overview course that covers business practices across a number of disciplines. Students who have earned an undergraduate degree with a major or minor in business may petition for exemption from this course.*

***MBA 691 is taken in the last term and may be continued for a second term for 3.0 additional credits if the student's final project warrants.*



Kennilyn Schmill
Business Graduate

MASTER OF BUSINESS ADMINISTRATION TECHNOLOGY MANAGEMENT

Why an MBA in TECHNOLOGY MANAGEMENT?

Technology has continued to play an increasingly important role in business and is now one of the core components to every organization's operations. With numerous IT-related updates, analyses and projects taking place at every company each year, managers with a thorough understanding of technology are needed to coordinate and supervise the implementation of these projects. These managers must also evaluate new technology, make recommendations to executive management, maintain the IT budget, and manage personnel in one or more technology departments. Information technology managers must be knowledgeable on different types of technology required for projects and skill set of the organization's technical staff. In addition, this position may be responsible for online and network security.

Program Highlights

To effectively manage technology resources within the business framework, an MBA degree with a Technology Management focus provides instruction in analyzing technology systems issues facing companies in today's market. This degree also explores the cornerstones of business: accounting, marketing, ethics and business law, strategic planning and management. Real-world scenarios will be studied and discussed.

Program Goals

Graduates from the MBA program should be able to:

- Stay current with trends in technology, including new and emerging products and applications
- Manage large IT project development and implementation
- Establish and work within a budget
- Prepare and deliver effective presentations on technical subjects to non-technical staff, executives and clients
- Supervise and motivate technology staff
- Analyze financial data
- Analyze technological systems
- Facilitate planning and strategy sessions
- Determine the technological personnel and resource needs of an organization
- Apply critical thinking and problem solving techniques to administrative issues
- Establish a professional network and identify resources for continued learning on effective management in a technology setting
- Maintain secure networks

Careers

Those who have earned an MBA–Technology Management degree are not only very knowledgeable about technology in general—they are also effective leaders. Professionals with this credential are hired by employers to make decisions regarding technological needs on behalf of their company, and they are expected to take into consideration how those decisions will impact other departments and the consumer.

Sample career titles include (but are not limited to):

- Vice President of IT
- Chief Technology Officer
- Senior IT Auditor
- IT Security Manager
- Director of IT
- Project Manager
- Product Manager

Curriculum

A minimum of 42 or 45 semester credit hours is required for graduation, depending on whether the student is exempt from taking MBA 500 Business Fundamentals.

Required MBA Courses

- MBA 500** Business Fundamentals*
- MBA 600** Leadership and Organizational Behavior
- MBA 606** Research and Decision Making
- MBA 615** Marketing
- MBA 620** Accounting for Managers
- MBA 626** Information Systems and Technology
- MBA 631** Operations and Project Management
- MBA 641** Business and Labor Law
- MBA 645** Finance
- MBA 690** Strategic Planning
- MBA 691** Graduate Capstone Project**

Required Courses in Technology Management

- MBA 671** Project Management in Technology
- MBA 672** Information Security and Privacy
- MBA 673** Systems Analysis and Design
- MBA 674** Technology and Innovation

**MBA 500 is an overview course that covers business practices across a number of disciplines. Students who have earned an undergraduate degree with a major or minor in business may petition for exemption from this course.*

***MBA 691 is taken in the last term and may be continued for a second term for 3.0 additional credits if the student's final project warrants.*



Tyrone Alston
Technology Student

MBA COURSE DESCRIPTIONS

Master of Business Administration Courses

MBA 500 Business Fundamentals

This overview course covers business practices across a number of disciplines. Topics include theory bases for management, organizational behavior, leadership, finance management, economics, marketing, and decision-making. Students can petition for exemption from this course if they have already earned an undergraduate degree with a major or minor in business. However, most students will find that this course serves as a good review of the business fundamentals and theories, laying the groundwork for the subsequent courses. 3.0 credit hours. Prerequisite: None

MBA 600 Management & Organizational Behavior

Contemporary leadership requires managers to excel at skills in challenging the status quo, sharing the vision, creating systems where others can act to meet organizational objectives, model good leadership to others, and inspiring others to carry on. In this course, students develop these competencies, demonstrate how to support and encourage good leaders, analyze the concept of accountability in leadership, and understand the importance of succession planning. Students also learn about the roles, behaviors and skills that are required for a manager to operate effectively in an organization. Theories of motivation, perceptions and attitudes, group and intergroup behavior, culture, organizational structure, change management and quality will be topics in this course. Prerequisite: MBA 500 Business Fundamentals.

MBA 606 Research and Decision Making

This course helps the student to establish skills in research methods for the business environment. Topics include development of inductive and deductive reasoning, problem development, research design, proposal preparation, data gathering, quantitative and qualitative data analysis, interpretation of results, report preparation and presentation of research findings. Students will also learn decision-making tools used to analyze data under conditions of uncertainty and payoffs based on probabilities must be determined. Sampling, organizing, and analyzing empirical data are covered in this course. Case studies are used to illustrate the uses of data and decision tools. Prerequisite: MBA 500 Business Fundamentals.

MBA 615 Marketing

Major elements of the marketing process include domestic and global market assessment, strategic marketing planning, and the development of an effective marketing mix (product, price, promotion, and distribution) to create customer value. Topics include marketing concepts such as consumer/business buying behavior, market research, brand management, product development, and techniques for pricing, promotion and distribution. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 620 Accounting for Managers

Developing, interpreting and applying financial information for internal users and decision-making is the focus of this course. Topics include cost accounting and activity based costing, product pricing, profit planning, variance analysis, capital and operational budgeting, cost of capital, investment analysis, and time value of money. Students will learn practical business tools and models that they can apply in their organization to assist in planning, organizing, and controlling their operations, providing internal analysis and decision support. Case studies are included to illustrate the use of these tools and models throughout the course. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 626 Information Systems and Technology

In this course, students examine the information requirements for an organization, including the different kinds of information needed at operational, administrative, strategic and administrative levels. Assignments include definitions and uses of technology, information technology planning, implementation management, project and vendor management, and assessments of system effectiveness. Particular attention is paid to issues of data security in today's evolving business environments, such as the impacts of SOX and HIPAA on technology applications. The course will also address the vast array of other technology used by organizations. Analyses of case studies are used to underscore techniques and methods for solutions in each topical area. Prerequisite: MBA 500 Business Fundamentals.

MBA 631 Operations & Project Management

Meeting the needs of both internal and external customers is the goal of operations, defined as the methods to convert resources into goods and services. Topics include demand forecasting and management, capacity planning and scheduling, inventory control, purchasing and materials management, facilities management, project management strategies and tactics, defining user needs and project scope, scheduling and budgeting, and performance objectives. Control methods such as PERT/CPM, Gantt charts, project management software, and project audits, will also be addressed. Students will focus on developing an overall operations strategy based on common business assumptions in the application of these tools. Prerequisite: MBA 500 Business Fundamentals.

MBA 641 Business and Labor Law

This course focuses on the meaning of the "rule of law" and conduct of a business, elements of contracts and their role in a market economy, regulatory law and how it affects an organization's choices, and discrimination and employment law from the employer's perspective. Skills in recognizing ethical issues are built through discussion of current case studies to emphasize the impact of these topics on the daily operations of an organization. Topics related to labor law and how it impacts the management of employees will also be addressed. Prerequisite: MBA 500 Business Fundamentals.

MBA COURSE DESCRIPTIONS (continued)

MBA 645 Finance

An understanding of financial statements, expense and income recognition and matching expenses and income, financial projections, auditing requirements, working capital management, ratio analysis, reporting and disclosures for outside users, oversight and accountability, and regulatory responsibilities are covered as topics in this course. The students also gain knowledge about how financial statements are derived from income and expense data in the organization, as well as related compliance requirements that affect corporations today. Application of these principles in real-life business situations are used throughout the course. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 690 Strategic Planning

Understanding the dynamic global environment for modern businesses requires that managers master the art of thinking globally and frameworks for acting locally. Strategic planning incorporates the use of mission, vision and values to guide an organization. Analysis of the operating environment at a number of levels, assessment of directions and projections of what is required to meet those goals and objectives are components of this course. Students will develop an abbreviated strategic plan for an organization throughout this course. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 691 Graduate Capstone Project

All students are required to complete a capstone final project to exhibit skills integration, analysis and application in their field of study. This project can be a case analysis, development and application of a specific business tool, or other integrative project undertaken with approval from the instructor. MBA691 is taken in the final term and may be continued for a second term for 3.0 additional credits if the student's final project warrants.

Business Management Courses

MBA 610 Human Resources Management

This course covers the effective management of human resources in an organization, including concepts and techniques of personnel planning, job and performance evaluation, incentive and performance standards, accommodation of ethnic and cultural diversity in the workplace, and the impact of labor organizations on management. Current topics in human resources management and examples from HR perspectives around the country are incorporated into this course to recognize the dynamic environment for this topic. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 651 Entrepreneurship

Entrepreneurial businesses comprise an ever-increasing number of companies today. Topics for this course, illustrated by case studies, include net venture creation, developing a case through business planning, funding sources, economics for the emerging and growing business, marketing as a start-up, and family business ventures. Students are encouraged to develop their own entrepreneurial business venture idea throughout the course. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 652 International Business

Almost every business entity in any industry is impacted today by the global business environment. Whether it is a supplier from overseas or the call center for services, factors such as instant worldwide communications and access to the internet have made all businesses international in some respect. This course covers international business issues such as international financial flows and balance of payment, currency fluctuations, global operations and security, ethnically and culturally appropriate marketing, electronic commerce, and multinational company perspectives. Throughout the course, students will integrate these topics by developing a business plan for an international business program. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 653 Logistics and Supply Chain Management

This course examines the internal and environmental factors affecting logistics systems. Topics include the integration of transportation, inventory, facility location, informational flow and materials handling and packaging activities into a system for managing a physical flow of inbound and outbound products and materials in a global environment. The course will also address supply chain management issues that include enterprise resource planning, inventory control, production control, purchasing, just-in-time, and the use of technology. Prerequisite: MBA 500 Business Fundamentals.

Healthcare Management Courses

MBA 662 Healthcare Public Policy and Corporate Compliance

In this course, students focus on the relationship between healthcare economics and public policy, developing an understanding of how public policy formation and the economics of the healthcare delivery system interact. Topics include healthcare supply and demand, technology and its uses, labor market factors, equity and efficiency, and application of economic analysis to the healthcare public policy development process. This course also examines topics including legal aspects of the healthcare corporation, and physician/patient, institution/patient and institution/physician relationships. Ethical issues related to individual lifecycle stages, third-party payers, sharing of health data, quality assurance, professional liability, and confidentiality issues are discussed. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 663 Health Insurance and Managed Care

In this course, students examine the evolution of health insurance products and development of managed care as a financing mechanism. Types of managed care organizations, operational models and risk management are outlined. Current legislative and regulatory standards that impact the patient, provider and payer in the health insurance system are discussed through case studies and analysis. Implications for operations at all levels of the healthcare delivery system are discussed in light of risk and reimbursement implications. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA COURSE DESCRIPTIONS (continued)

MBA 664 Healthcare Administration

Major components and organizational interrelationships in the U.S. Healthcare delivery system across the continuum of care are discussed in this course. Topics include the history of the delivery system, delivery institutions and models, policy implementation, and payment mechanisms. Variables of access, cost and quality are introduced. Application of these topics in the areas of healthcare reform, social cultural changes that affect the system, and alternative healthcare allow students to analyze critically these evolving healthcare issues. Prerequisite: MBA 500 Business Fundamentals.

MBA 665 Healthcare Information Management

This course provides an overview of the role of information systems in healthcare organizations. It explores the technical, organizational, and cost-benefit issues related to healthcare information systems, including clinical decision-support, integrated networking and distributed computing technologies, telemedicine applications, and artificial intelligence solutions. Students will develop and exercise analytical skills for appraising health information systems, as well as acquire practical experience using biomedical research databases, desktop application software, and electronic communication systems. Prerequisite: MBA 500 Business Fundamentals.

Technology Management Courses

MBA 671 Project Management in Technology

Technology managers must organize, analyze, plan, implement and control complex information technology projects, often while dealing with dynamic changes in both systems and in user needs. Topics in this course include project management strategies and tactics, defining user needs and project scope, scheduling and budgeting, performance objectives, and control mechanisms. Topics include project life cycle management, and control methods such as PERT/CPM, Gantt charts, project management software, and project audits. This course includes both private and public sector considerations and legal and ethical issues related to project implementation. A case study approach is employed in the course to help students test the application of tools and processes. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 672 Information Security and Privacy

From thwarting identity theft to protection of sensitive medical information, the need to guarantee information security and the consumer's right to privacy has become a cornerstone of effective technology management. Students in this course cover various aspects of security in computing, including security threats and controls; basic cryptography and its applications; network intrusion detection and prevention; security administration and planning; anonymity and privacy; legal issues; protection; and ethics. Examples from a variety of private and public sector organizations are used to test concepts and assumptions throughout the course. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 673 Systems Analysis and Design

Designed to provide an integrated business solution approach to systems overall, students in this course are introduced to the principles and techniques of systems analysis and design methods with particular emphasis on information systems. The conceptual architecture of an information system, information systems framework and conceptual building blocks are introduced. An appreciation of the multi-disciplinary approach needed for systems analysis and design will be gained through an understanding of information systems project sizing, structure, transaction analysis, user participation, performance criteria, and topologies and protocols required for a successful information systems project. Students will develop an analysis and design case study throughout the course to illustrate these concepts. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 674 Technology and Innovation

Just as technology itself is changing rapidly, the global environment within which business must operate is also changing quickly. This course provides students with the insight and discipline required to manage technology organizations effectively in an increasingly competitive global environment through the successful use of innovation and creativity. The course provides a coherent process for the formulation, implementation, and assessment of technology business strategy, and presents a framework for the birth, growth, maturation, and decline of business innovation. Students will analyze the technology issues in various business sectors throughout the course, and develop findings and recommendations to apply the lessons learned in a final case study. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

Accounting Courses

MBA 655 Advanced Auditing

This course provides an advanced study in assurance services and reporting and reviews. Topics include: auditing standards; computer systems; legal liabilities; ethics; planning; sampling techniques; and internal auditing. There is also an overview of the variety of assurance services such as auditing, attestation, operational, and compliance services. Practices and procedures of assurance services, including planning, assessing risk, tests of controls, and obtaining and documenting evidence will be studied. Focus is on analysis of business processes, decision-making, and analytical skills needed to evaluate evidence, develop recommendations, and communicate results. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 656 Accounting Information Systems

This course is an advanced study of the control aspects of accounting information systems. Students will evaluate accounting information systems and demonstrate proper internal controls based on regulations and the needs of the organizations. Discussions will center on defining and regulating administrative standards and evaluating and operating secure and cost-effective accounting systems. Students will use case studies to review modern information systems and databases with accounting edit information using secure audit trails. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA COURSE DESCRIPTIONS (continued)

MBA 657 Advanced Taxation

This course covers advanced individual and corporation taxation topics including the analysis of organizations, reorganizations, international taxation, consolidations, and estate-tax issues. Students will discover business tools and models that they can apply to assist in tax planning for an organization and tax reporting to national and international entities. The course will use case studies to expand on topics, focusing on corporations, partnerships, S Corporations, estate tax, and gift and fiduciary tax issues. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 658 Advanced Managerial Accounting

This course will focus on the study of advanced management accounting information for internal users and decision-makers. The uses of this accounting information include interpreting, coordinating, and implementing management's performance policies. Additional topics include cost accounting, activity-based costing, product pricing, profit planning, variance analysis, operational budgeting, capital cost, investment analysis, and time value of money. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

Human Resources Courses

MBA 610 Human Resources Management

This course covers the effective management of human resources in an organization, including concepts and techniques of personnel planning, job and performance evaluation, incentive and performance standards, accommodation of ethnic and cultural diversity in the workplace, and the impact of labor organizations on management. Current topics in human resources management and examples from HR perspectives around the country are incorporated into this course to recognize the dynamic environment for this topic. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 636 Training and Development in Organizations

This course will provide students with an opportunity to study training, career development, and organization development techniques. Students will explore how to develop group and individual skills while improving organizational value. Topics will include: the relationship of training and development to other human resource management issues; identifying organization-wide and individualized training needs; developing an implementation plan; enhancing learning environments; monitoring training programs; and assessing results, following the ADDIE model. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 637 Designing Organizational Change

This course will identify quality human resource management techniques through the evaluation and monitoring of organizational structure and strategic compensation. The course structure values innovation for the purpose of changing organizational culture. The student will explore an organization's mission and opportunity to align vision structural process, culture, and orientation to the market. The strategic importance of using human dynamics and employee skills as part of the total organization design change will be discussed. Students will also develop organizational change action plans. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 638 Managing Organizational Performance

This course invites students to examine globalization through existing organizations while studying performance and organizational objectives. The principles of quality human resource management, with an emphasis on domestic and global organizations, will be studied. Topics will include the process of continuous improvement, an understanding of human motivation, appreciation of effective communication, and proper utilization of personnel productivity. Students will explore how organizations use compensation pay systems as a strategic management tool for improving overall performance effectiveness. Empirical systems are presented to assist students in creating an overview of performance change. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

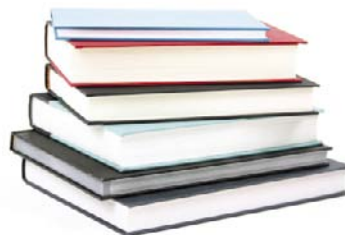
Marketing Courses

MBA 666 Advertising Management and Communication

Students will be introduced to concepts of advertising management. The course highlights various domestic and international management procedures and issues underlying the management of and communication in advertising. Topics include planning, techniques, operating environment, and political and legal issues as well as the social and economic effects of advertising. Students will apply their knowledge to case studies and contemporary examples. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 667 Global Consumerism

This course will study consumers who have access to the global marketplace. It will focus on the changing demographics of consumers. In addition, the course will investigate the impact of technology and ever-changing consumer desires in promotional strategies for domestic and international markets. Students will conduct comparative studies of these markets and their respective consumers as part of the course requirements. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.



MBA COURSE DESCRIPTIONS (continued)

MBA 668 Interactive and Strategic Marketing

This course provides an in-depth view of the expansion of marketing to include technology. A history of how marketing has changed with the advent of advanced technology will be discussed. Course topics include Internet marketing and changing consumer viewpoints, identifying the variations in approaches required by online marketing, and calculating the cost-effectiveness of “tech marketing” versus other marketing techniques. The course will study virtual marketing, with an emphasis on surreptitiousness marketing. Student will develop a marketing plan that includes the latest technology and an advanced marketing original research component in order to illustrate the viability of the newest techniques for reaching and filling the needs of the consumer. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 669 Brand Product Management

This course presents a framework for planning, implementing, and evaluating brand development and maintenance. The course presents a thorough understanding of the connection between branding successes and failures and cultural awareness. It also examines the skills and tools needed to effectively leverage cultural trends into the brand’s overall marketing strategy. The course addresses the new product development process from idea and generation to commercialization. Students explore the use of consumer-based branding to build and sustain a brand. Emphasis is placed on examining how organizations can manage resources to maximize the opportunity for successful brand development. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

Project Management Courses

MBA 646 Contract and Procurement

The focus of this course is to examine the process through which goods and services are acquired in project management. The overall goal of this course is to develop an understanding of how to analyze project decisions and obtain the maximum value from the expenditure of funds. Students will accomplish this by determining what needs to be acquired or purchased as well as when and how it should be acquired. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 647 Advanced Project Management

The focus of this course is to examine the context of projects, distinguish between projects and operations, and understand the importance of project teams, software applications, and human resource management. It will investigate lifecycle, sustainability, strategic planning leadership, and risk-based decision-making. This course will also help managers to understand how to plan for resources, costs, budgets, scheduling, and multi-project programs. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 648 Project Cost and Schedule Control

The focus of this course is on investigating financial decision-making as it relates to project management. Students will examine quantitative methods that managers use to analyze and manage risk-based opportunities. Topics include threat assessment, cost control, scheduling, and project capacity. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.

MBA 654 Logistics and Supply Chain Management

This course examines the internal and environmental factors affecting logistics systems. Topics include the integration of transportation, inventory, facility location, informational flow, and materials handling and packaging activities into a system for managing a physical flow of inbound and outbound products and materials in a global environment. The course will also address supply chain management issues that include enterprise resource planning, inventory control, production control, purchasing, just-in-time, and the use of technology. 3.0 credit hours. Prerequisite: MBA 500 Business Fundamentals.



“I will always be grateful to the wonderful Herzing staff, faculty, and the organization itself, for my achievements.”

Michelle LaMark
Business Student

GRAD SCHOOL FACULTY BIOGRAPHIES

Wendy Achilles, Ph.D.

Dr. Achilles holds a doctorate in business from Virginia Commonwealth University and is a licensed CPA in the state of North Carolina. Wendy began her career in corporate taxation. She then took a position as a tax manager for a multinational corporation where she performed duties such as tax compliance, international tax research and SEC reporting.

In 1999, Dr. Achilles took a full-time position in academics. Her research interests consist of behavioral issues in taxation and accounting education, and she has published several articles in the area.

Theodore C. Alex, Ph.D.

Dr. Alex has a Ph.D. in Business Administration from the University of Arkansas, an M.B.A. and a B.S.B.A. from Central Michigan University. Active in academia, he has taught graduate and undergraduate courses at several Midwestern universities for many years. He is the author of 11 academic journal articles and has made 28 professional presentations. Dr. Alex is currently President of the Center for Business Effectiveness, a consulting firm that provides training and research for private sector and governmental clients. He also has industry experience in manufacturing and banking.

Alina R. Payne, Ph.D.

Dr. Payne began a career as a software design engineer, later moving into product management. She earned a bachelor of arts degree in Economics from the University of California San Diego, and a master of arts degree in Management from Webster University. After working in non-profit management, she began a career in higher education instruction. She has served as a faculty member at Quinnipiac University in Connecticut, and within the Connecticut Community College system. She earned a Ph.D. in Applied Management and Decision Sciences from Walden University, and eventually relocated to San Diego. She is now an adjunct faculty member at the University of California San Diego, and has tied together her diverse career experiences by way of her research of the management of online higher education.

Januarius Jingwa (J.J.) Asongu, Ph.D.

Dr. Asongu joined Herzing University in 2009 and is currently an Associate Professor of Business. He teaches management and finance courses and has also served as a course developer and faculty mentor. He has also taught at eight other colleges and universities across the United States, using either the traditional or online formats. Dr. Asongu holds a doctorate degree in Business Administration with a triple concentration in International Business, Marketing, and Accounting; a master of science degree in Management of Information Technology; and a bachelor of philosophy degree. He also holds other certificates in Journalism, Classical Languages, and Information Technology.

Dr. Asongu has published books and peer-reviewed articles on a variety of topics, but his focus is on Corporate Social Responsibility. He is a fellow of the Academy of Business & Public Policy (FABPP) and also holds membership of various academic organizations. He has served as a marketing and public relations consultant handling accounts for Microsoft, Cisco Systems, Cognos, and BMS Software, among others. Prior to transitioning into business, Dr. Asongu was a journalist and political activist, winning the prestigious Alfred Friendly Press Fellowship, Washington, DC, as well as the Nuffield Press Fellowship at Wolfson College, Cambridge University, UK. He is currently the Board Chair of a microfinance bank, Chartered Financial Assistance, which he founded in 2009 in Cameroon, and he is also working on establishing Sustainable Technologies Corporation, an organization that will provide solar energy as well as other sustainable technologies in Africa. Dr. Asongu also serves on the board of other organizations, including the Institute of Biodiversity and Non-Profit Studies (IBiNS) and the Institute for Research on Global Business (IRGB).

Edward N. Balli, Ph.D., C.P.A.

Dr. Balli holds over 25 years of experience working with small- to medium-size private and public firms in the Midwest and Florida in accounting and information systems. He assesses the organizations' needs and makes recommendations for process improvements in areas such as auditing, application software, telecommunications, and hardware systems. Dr. Balli has also taught university-level business courses part-time for over 20 years.

Dr. Balli earned his doctorate in Business Administration from Argosy University in Accounting. His research interests include auditing, taxation, international taxation, continuous information auditing systems, accounting errors, and IFRS. Dr. Balli's dissertation was "Neural networks, decisions trees, and support Vector machines in the detection of accounting revenue errors" in August 2007. Dr. Balli earned his master of business administration in Finance from the University of Wisconsin-Madison in Madison, Wisconsin, in 1979. His bachelor of science degree came from Northern Illinois University in Economics with minors in accounting and business administration in 1977.

Dr. Balli is a member of American Institute of Certified Public Accountants (AICPA), Information Systems Audit and Control Association (ISACA), Certified Internal Auditor (CIA), Special Interest Group on Knowledge Discovery and Data Mining (SIGKDD), Society for Industrial and Applied Mathematics (SIAM), American Mathematical Society (AMS), and Illinois CPA Society (ICPAS).

GRAD SCHOOL FACULTY BIOGRAPHIES (continued)

Craig Boswell, Ph.D.

Dr. Craig Boswell is the Graduate Academic Dean at Herzing University. Prior to joining Herzing, he was director of academics at Embry Riddle Aeronautical University in the United Kingdom, lecturer at University of Cambridge United Kingdom, educational psychologist for the Department of Defense - Educational Activity in the United Kingdom, and professor at University of Central Oklahoma in Curriculum and Instruction.

Dr. Boswell has been an educator for many years and enjoys the interaction and excitement of dialog between adult learners. Throughout the past few years, he has enjoyed the university experience and its directed mission to prepare adult students for complex professions. As an educator, he has taught Psychology, Human/Organizational Factors, and Research Methods and Assessment. He holds experience in both pre- and post-graduate instruction.

"I have witnessed dedicated students, committed faculty, and supportive communities," Dr. Boswell stated. "I am committed to serving adult learners and their families with programs that promote human growth and development, concepts, skills, attitudes, and actions that will enhance compassionate thinking, lifelong learning, and informed participation in local and world affairs."

Michael Brizek, Ph.D.

Dr. Michael Brizek is the program chair for the MBA program at Herzing University Online. Dr. Brizek has been a faculty member of South Carolina State University, the University of South Carolina University of Massachusetts, University of Maryland Eastern Shore, and Baltimore International College. Dr. Brizek has over 12 years instructional experience in higher education and over 10 years experience in instructional experience and developing business programs within an online setting. Dr. Brizek received a bachelor of science degree and a master's degree in Hotel, Restaurant and Tourism Management from the University of South Carolina and a doctor of philosophy degree in Business and Hospitality and Tourism Management at Virginia Polytechnic Institute and State University. Dr. Brizek's research agenda focuses on entrepreneurship, small business management, and strategic management issues dealing with the service sector.

Suzie Cashwell, Ph.D.

Dr. Suzie Cashwell completed her master of social work (M.S.W.) and her doctorate of philosophy in Social Welfare from Florida State University. She received her B.S.W. from Northern Michigan University. Dr. Cashwell has taught for over 10 years in social work education at the graduate and undergraduate level. She successfully led a graduate program through the inception, development, and CSWE accreditation processes.

In addition to teaching, Dr. Cashwell holds seven years of post-MSW practice experience in child welfare, healthcare, community development and social welfare policy. During the last 10 years, she has served as President of the National Rural Social Work Caucus. She currently serves on the GA NASW Ethics committee and co-chairs the Social Work Education Continuum Committee. She served from 2006 until 2010 on the editorial board of the Southern Rural Sociology journal. She has over 65 international, national and regional presentations over a wide variety of social work practice and education issues and has published 11 articles and book chapters. Dr. Cashwell has received four grant or revenue generating projects, the largest of which was \$350,000.

Mark Ellis, Ph.D.

Dr. Mark Ellis comes from a rich background of leadership and management experience for over 20 years. He also has over 20 years of teaching experience both in the traditional classroom and online. He has taught in M.B.A. programs at three major universities in the United States in the area of organizational leadership, business administration, and the legal environment of business. His area of expertise extends to the doctoral level, assisting Ph.D. students in aligning their dissertation topics with their proposed methodologies.

Dr. Ellis has functioned in a variety of administrative capacities at institutions of higher education, helping to expand their business management and leadership programs. Further, he has been instrumental in curriculum development and course design at both graduate and undergraduate levels.

An intense physical fitness enthusiast, he enjoys mountain biking, water sports, and intensive weight training. He resides in Northern California with his wife and three children, two dogs, three horses, nine goldfish, and one duck named Duke.

Gary Hanney, D.B.A.

Dr. Gary Hanney retired (transitioned) from the military after 20 years of service in the U.S. Army in the healthcare administration field. Dr. Hanney has served in multiple management positions in the military, as a government employee, and as a Department Administrator. He has also worked as a Practice Administrator for a private practice healthcare organization. In these various positions, his duties have found him responsible for day-to-day operations, management, human resources, fiscal responsibilities, and strategic planning in healthcare organizations. He also serves as an Adjunct Instructor for numerous on-ground courses as well as online, having taught business and healthcare administration courses for over 15 years. He is a member of the American College of Healthcare Executives (ACHE) and the Georgia Association of Healthcare Executives (GAHE).

GRAD SCHOOL FACULTY BIOGRAPHIES (continued)

Dennis Mathern, Ph.D.

Dr. Dennis Mathern has been teaching undergraduate and graduate classes in Business for over 27 years. His undergraduate teaching subjects include Marketing, Management, Business Communications and Business Strategy, and he currently teaches Herzing University MBA courses in Marketing, Business Research, Business Strategy and Operations Management.

Dr. Mathern earned a bachelor's degree in Marketing Education, a master's degree in Business Education, a master's degree in Business Administration, and a Ph.D. in Higher Education Administration with a cognate in Business Administration from Bowling Green State University. Dr. Mathern has made ten conference presentations, been published in conference proceedings, and is an author for McGraw Hill. Dr. Mathern has private sector experience in banking and commercial credit. He continues to consult in the areas of marketing, business strategy, and leadership.

Stacey McCroskey, Ph.D.

Dr. Stacey McCroskey, PMP is an experienced management professional with over 15 years corporate career experience. She has worked in the oil & gas, financial services, and software industries in Houston, Texas, Ann Arbor, Mich., and London, England. She has managed software development, project management, quality assurance, technical writing, data analysis, operations, and technical support teams both domestic and international. She received her Ph.D. in Organization and Management from Capella University and has the PMP (Project Management Professional) certification.

Dr. McCroskey has been active in academia for three years, teaching both online and face-to-face classes to both graduate and undergraduate students. She is also involved with various research and writing projects. In addition, she regularly publishes non-research articles for trade publications and speaks at two-to-three conferences per year in the areas of organizational behavior, business education, and project management. Her areas of interest are organizational behavior, organizational commitment, leadership, management, and project management.

Ronald Oakes, J.D.

Mr. Oakes served as corporate counsel for a major life insurance company before joining a nationwide law firm. He then formed his own law firm which he operated until his retirement. After retiring from the practice of law, Mr. Oakes found a second career in higher education.

For the past seven years, Mr. Oakes has been teaching undergraduate and graduate students, both on campus and online. His areas of teaching specialization include a range of courses in business law, financial management, international business, and critical thinking. In addition to traditional teaching, Mr. Oakes also trains new online instructors in how to build and manage online courses using the latest pedagogy and andragogy of distance learning.

Additional Instructors:

Amjad Ali, Ph.D.

Natasha Billups, Ph.D.

Gigi Smith, Ph.D.

Chika Wonah, Ph.D.

WHY AN MBA FROM HERZING UNIVERSITY ? ONLINE

Established Reputation

Herzing University was founded by Henry and Suzanne Herzing in 1965 and has since grown to include campuses in eight U.S. states plus the Online Campus, which is head-quartered with the Herzing Administrative Offices in Milwaukee, Wisconsin. With undergraduate and graduate educational programs in Healthcare, Business, Technology, Public Safety and Design, Herzing's career-focused curricula are designed to give students real-world skills and knowledge for direct application to their career field.

Career Services

Herzing students are able to utilize career services as soon as they begin classes. Our Career Services Department has helped many professionals launch their careers and is available for coaching on résumé writing, interviewing, salary negotiation, job search strategies and many other career-related topics. Herzing alumni have access to these services for life, which can be useful when relocating or changing employers.

Online Flexibility

Herzing students are never required to be online at a specific time, so you can log in when it's convenient for you. Our eight-week terms maintain an accelerated pace while allowing you time to digest and explore the course material.

Student Services

Each Herzing graduate student is appointed a Student Services Advisor upon entering the program. This Advisor is your go-to person for questions regarding academics, special needs, instructor relations and any other situation you encounter during your time as a student.

TEAM Connection

Herzing is in the process of rolling out an employment and mentor program, TEAM Connection. This initiative will provide Herzing students with the support of an industry-specific network of professionals, peers, Herzing alumni, and Herzing faculty and staff to foster the personal and professional development of the student outside of the classroom. Mentors will answer questions, offer advice and guidance, and provide suggestions for additional resources on a specific career field or occupation. MBA groups are currently being formed.

**CALL A GRADUATE SPECIALIST AT
1-866-508-0748, ext. 898
TO LEARN MORE!**



HERZING UNIVERSITY ONLINE ADMISSIONS

ADMISSIONS REQUIREMENTS

Regular Admission

To be eligible to apply for regular admission into the Herzing University Online graduate programs, applicants must meet these requirements:

1. Graduated with a bachelor's degree from a college or university accredited by an agency recognized by the U.S. Department of Education

2. Achieved at least one of the following:

- Minimum cumulative GPA of 2.7 (on a 4.0 scale) in all undergraduate coursework
- GMAT score of 500 or higher*
- GRE scores of 450 on Verbal and 450 on Quantitative Reasoning*

**Tests must have been taken within the last five years.*

3. Have the ability to effectively conduct all coursework in the English language

Conditional Admission

Applicants who otherwise meet the regular admissions requirements outlined above but have an undergraduate cumulative GPA below 2.7 and above 2.0 (and do not meet the minimum GMAT or GRE scores) may apply for conditional admission. Students admitted conditionally must:

1. Take MBA 500 Business Fundamentals, as one of their first two graduate courses
2. Achieve a grade of "B" or better in both of their first two graduate courses

APPLICATION FOR ADMISSIONS

Upon speaking with an Admissions Advisor, you will receive and be asked to complete the following documents:

1. Herzing University Application
2. Enrollment Agreement
3. Student Success Checklist

Other application steps:

- Submit the \$50 Enrollment Fee
You may pay online at:
<https://www.herzingonline.edu/students/pay-online>
- Request your official college transcripts from all prior institutions and have them mailed to Herzing University Online (Your Advisor will forward you a Transcript Request Form)