

## Course Descriptions

### Facilities Management Program Electives

**ACCT 504: Advanced Corporate Auditing** (3.00 Credits) - Focuses on the issues, concepts, standards and stakeholder interests that have led to current financial accounting standards. Emphasizes using actual cases to show how difficult and controversial applications of accounting theory and generally accepted accounting principles can be to actual business situations. *Prerequisite: ACCT 411.*

**ACCT 518: Advanced Accounting** (3.00 Credits) (Offered Fall only-Afternoon)- Primary emphasis is on accounting for corporate acquisitions and consolidations, with substantial discussion of accounting for partnerships and an overview of accounting for governmental and not-for-profit organizations. Also covered: interim financial reporting and segmental reporting. Blends theory and practice. Discusses the theory behind procedures and identifies the GAAP in current use. *Prerequisite: ACCT 411.*

**ACCT 519: Federal Taxation I** (3.00 Credits) (Offered Fall only-Evening) - A study and analysis of federal income taxation of individuals. Topics involve gross income, deductions and losses, special tax computation methods and tax credits) and property transactions with emphasis on nature of gain or loss, basis, capital gains and losses and recapture provisions. Stresses tax planning; a comprehensive tax return problem provides exposure to tax preparation requirements. *Prerequisite: ACCT 305.*

**ACCT 520: Corporate Tax Accounting** (3.00 Credits)(Offered Spring-Evening) - A study and analysis of the federal income taxation consequences to partnerships, corporations, and shareholders. Federal estate and gift taxes also addressed. Topics include capital structure, distributions, liquidations and reorganizations of corporations, Sub-chapter S corporations and special corporate problems. Partnership formation operation, distributions and transfers. The inter-relationship between the gift and estate tax provision. *Prerequisite: ACCT 305.*

**ACCT 525: Accounting Software Systems** (3.00 Credits) (Offered in Spring) - An overview of computer and non-computer-based information systems and software for organizations of various kinds. Concepts and techniques of analyzing, designing, and implementing accounting information systems. Students will be introduced to a wide variety of accounting software programs used in the accounting profession and its clientele. *Prerequisite: ACCT 306.*

**ACCT 575: International Accounting** (3.00 Credits)(Offered Fall only-Evening)- FASB standards of accounting translation for foreign currency transactions and investment, comparative analysis of accounting standards and procedures for Common Market, Commonwealth, Japan and Third World nations, and standards issued by IASC. Readings supplemented by study of cases and solution of problems. *Prerequisite: ACCT 410.*

**ACCT 594: Contemporary Accounting Issues** (3.00 Credits) (Independent Study-Summer) - FASB standards of accounting translation for foreign currency transactions and investment, comparative analysis of accounting standards and procedures for Common Market, Commonwealth, Japan and Third World nations, and standards issued by IASC. Readings supplemented by study of cases and solution of problems. *Prerequisite: ACCT 410.*

**ARPL 500: Intro to Design** (3 .00 credits) (Offered Summer Only-Morning) - An introduction to design fundamentals and the basics of architectural communication, including drawing and model-making. The course will include studio, readings and discussions, lectures and field trips. *Prerequisite: None*

**ARPL 501: Design I** (3 .00 credits)(Offered Fall only-Afternoon) - Analysis of function, form development, site analysis, the integration of simple structural systems and passive energy design strategies into architectural design, and the design of small to moderate building projects. *Prerequisite: ARPL 500 (C- or better).*

**ARPL 523: Real Estate Development [ARCH]** (3 .00 credits) (Offered Fall Only-Evening) - This course explores the practice of land development and architecture in the contemporary world of commercial and residential real estate development; the role of the architect as part of the real estate development team, market analysis methods and techniques to evaluate project feasibility that determine the outcome of the go/no-go decision by developers on architectural projects.. Students will meet with developers and architects in the Washington D.C. region who are on the cutting edge of real estate development. *Prerequisite: None*

**ARPL 524: Practice Law, Real Estate, & Planning [ARCH, CRP]** (3 .00 credits) (Offered Fall Only-Evening)- This course addresses key legal topics and issues in modern architectural practice and real estate development projects. The course is divided into two main areas: contract law and negotiation and real property law, including the legal requirements for project approval. Contract law includes contract fundamentals and negotiation, essential elements in the contractual relationship with clients such as real estate developers, risk management and dispute resolution behavior by architects and laws governing architect liability in real estate projects. Real property law covers ownership and private properties rights, subdivision, zoning and urban planning policies that regulate design, environmental responsibilities influencing urban and suburban design and legal responsibilities of architects in project design and approval. *Prerequisite: None*

**ARPL 525: Real Estate Finance [ARCH-RE]** (3 .00 credits) (Offered Spring Only-Evening) - This course provides an in-depth understanding of the financial aspects of real estate development. Topics covered include revenue projections and financial analysis to determine profitability, the operation of capital markets and analysis for real estate equity investment. *Prerequisite: None*

**ARPL 530: Lighting Analysis [SD]** (3 .00 credits) (Offered Spring Only-Evening) - This course aims at providing the tools necessary to integrate lighting in the overall design of a building. Through an optimized use of natural and artificial lighting, a building's environmental impacts can be reduced significantly while improving energy efficiency, and the well-being and visual comfort of the occupants. This course will be taught in three modules: fundamentals, measurement, and systems integration, in a lecture / application hybrid format so students may benefit from experience while learning about lighting design strategies. *Prerequisite: ARPL 232/532 & ARPL 331/731*

**ARPL 532: Environmental Control Systems I** (3 .00 credits) (Offered Spring Only-Evening) - This course explores the thermal and lighting issues in design. It explores passive and active (mechanical) responses to achieving thermal comfort goals as they relate to climatic and solar conditions. It also explores passive (daylighting) and active responses to achieving visual comfort goals related to environmental conditions and behavioral needs. *Prerequisite: ARPL 531 (B- or better)*

**ARPL 538: LEED Lab: Building Operation and Maintenance [SD]** (3.00 credits)(Offered Summer Only – evening) LEED Lab is an interdisciplinary laboratory for students to experiment with various quantifiable synergies, policy revisions, and system tracking, meeting the demands of performance-driven sustainable facilities through actual third party LEED Certification. The course implements the LEED Existing Buildings Operations and Maintenance (EB:O+M) rating system to existing CUA campus buildings seeking LEED certification for the first time and existing LEED Certified buildings seeking recertification. The goals of this course will be mutually beneficial for students and the campus. First, the class creates a platform for direct student collaboration with the U.S. Green Building Council

(USGBC), Green Building Certification Institute (GBCI), CUA Green Club, USGBC Students, and many departments and schools within the university. Next, experience gained from this course qualifies as a prerequisite for the LEED Accredited Professional (LEED AP) examination, meeting market demands for young professionals. Lastly, it enables the first LEED EB:O+M Certification of a campus facility solely by students and pioneers existing facility certification on the entire CUA campus. Students without the prerequisite may enroll if they have either LEED Green Associate status or approval of the MSSD director. Prerequisite: ARPL 533

**ARPL 539-02: Building Science and Technology [SD]** (3 .00 credits) (Offered Fall Only– Evening)

*Prerequisite: None*

**ARPL 634: Materials and Specifications [ARCH]** (3 .00 credits) (Offered Spring Afternoons & Summer Evenings) - This course exposes students to the exploration of materials and their functional implications. Information presented in this course will explore the considerations inherent in making decisions about material selection, with particular emphasis on the desired performance characteristics as well as the capacity of the material to produce or amplify the experiential. The course is offered as the second part of the introduction to construction concepts, technical information and strategies, material and systems resources and professional-level understanding of the most important aspects of the making of contemporary buildings. While the scope of the course is broad, it is not, and could never be, a comprehensive treatment of all issues regarding material selection and specifications. However, the course will offer numerous strategies by which the young architectural professional may continue to augment the material presented here during further graduate studies and professional experience.

*Prerequisite: ARPL 633*

**ARPL 636: Design Process and Methods** (3 .00 credits)(Offered Fall Only-Morning) -This graduate class investigates architectural design processes and methods through comparative analyses, both theoretically and practically. The overall premise is that every design process occurs within a general methodology that (pre)determines its ideology, universe and mode of inquiry (i.e., questions, strategies and tactics), knowledge base, representation techniques, goals, and expectations. During the first part of the semester, the focus is on understanding the fundamental nature of the design process whereas the second (and longer) part is devoted to study a variety of architectural design methods. In addition to readings and lectures geared to establish a conceptual framework, the course uses short, hands-on assignments and case-studies. A final project asks students to demonstrate the insights collected throughout the semester. *Prerequisite: None*

**ARPL 731: Environmental Control Systems II** (3 .00 credits) (Offered Fall Only-Evening) - This course explores both passive (natural) and active (mechanical) approaches to managing lighting; power; communications; domestic water supply and waste, storm water; fire detection, suppression; and annunciation; acoustics; and conveyances. *Prerequisite: ARPL 232 or 532*

**ARPL 735: Materials & Construction [SD]** (3 .00 credits)(Offered Spring Only-Evening) - This course will examine the principal criteria that determine the nature of building materials and the degree to which they can be considered 'sustainable'. The criteria considered will be: carbon dioxide emissions; primary energy consumption; global warming potential; weighted resource use; air and water pollution indices; life cycle analysis. It will also examine the assembly of building components using low impact materials and technologies. *Prerequisite: Open To Students Of: ARCH MSD, MARCH2MSSD & MARCH3MSSD.*

**ARPL 782: Planning Principles [CRP]** (3.00 credits) (Offered Fall Only-Evening) - The course is designed to introduce students to the broad and interdisciplinary field of city and regional planning. It covers a wide variety of topics including a brief history of planning in the United States, selected planning theories, various planning tools, political and social issue of planning, and urban governance. In addition, students

will be introduced to various sub-fields of planning which include housing, urban renewal, transportation planning, environmental planning, growth management, and economic development.

*Prerequisite: None*

**ARPL 783: Ethics & Stewardship [CRP]** (3.00 credits) (Offered Spring Only Evening)- This course examines the close relationship between urban growth and environmental degradation and how the incorporation of ethics and stewardship in the fields of architecture and urban planning address the issues associated with urban life. In addition, the course will investigate how several sustainable principles guide current thinking related to the various scales of urban development. *Prerequisite: None*

**ARPL 788: Urban Economics [CRP]** (3 .00 credits) (Offered Fall Only-Evening) - The purpose of this course is to have the student understand the concepts underlying the economic growth of towns, cities, counties, and regions. The student will become familiar with the urban economy, its structure and functions, and its role within the region. The student will develop the basic skills and knowledge necessary to understand, diagnose, evaluate, and recommend solutions to potential problems in the urban economy that can affect the success or failure of comprehensive land-use planning and policies.

*Prerequisite: None*

**ARPL 535: Bldg Performance Analytics [SD]** (3 .00 credits)(Offered Fall Only – Evening) *Prerequisite: ARPL 232 or 532.*

**CE 555: Environmental Law and Policy** (3.00 Credits) - Designed to impart a thorough understanding of the major environmental laws and implementing regulations. Covers methods used to implement federal environmental enforcement strategies, interrelations of major regulatory programs, current prospects for policy changes. Also: the Superfund and Community Right-to-Know Acts, Resource Conservation and Recovery Act, Occupational Safety and Health Act, and related permit and enforcement regulations and procedures.

**CE 556: Sustainable Development Principles and Practice** (3.00 Credits) - Introduction to the principles of sustainable development and sustainability. Current practices are presented using case histories from both national and international experience. Student will be exposed to policy and ethical aspects from both a technical and non-technical perspective. Outside speakers will present current issues related to the implementation of principles in practice nationally and internationally.

**CE 587: Estimating and Bidding** (3.00 Credits) - In-depth analysis of the procedures for developing a detailed estimate of the general contractor and subcontractor for construction of building projects. Examines external sources that impact on the estimated costs. Determining the monitoring procedures for control of costs by subcontractors, suppliers, and vendors. Utilization of the estimate in the purchase budget, internal cost control, and determination of tax liabilities. Study of federal regulations impacting construction costs, safety requirements, insurance, and bonding costs. Use of the estimate in the interrelation between the architect/engineer and the contractor. Quantitative estimates included in class projects.

**CE 588: Construction Operational Management** (3.00 Credits) - Introduces mid-level administration and management techniques in the construction industry to maximize the understanding and participation of new managers in management procedures. Major managerial functions including planning, organizing, staffing, directing, and controlling. Specialized issues include leadership, motivation, communication, contract documents, construction schedules, change orders, claims, ethics, cost controls, interrelation within a corporate structure, working relationships with the legal, accounting, and other construction related professions.

**CE 589: Construction Scheduling Techniques** (3.00 Credits) (Offered Fall Only-Evening)- Examines the different types of schedules used in the construction process including bar chart, Critical Path Method (CPM), Project Evaluation and Review Technique (PERT). Develops an understanding of the forward and backward passes for both the Arrow Diagram Method (ADM) and the Precedence Diagram Method (PDM). Analysis cost and resource loaded schedules. Introduces advantages/disadvantages of different delay analysis techniques. *Prerequisite: None*

**CE 590: Construction Operational Analysis** (3.00 Credits) (Offered Spring Only-Evening)- The course provides students with an introduction to different types of construction equipment and their application, equipment economics, productivity measures, probability theory and statistics, and performance improvement. The course primarily focuses on modeling and simulation of field operations using discrete event simulation, including use of specialized software. Activity cycle diagrams will be used extensively to describe processes and their elements, activities and resources. Verification and validation of simulation models will be discussed. Analytical skills gained from this course will allow students to better understand and design construction operations. *Prerequisite: None*

**CMGT 505: Decision Analysis** (3.00 Credits) (Offered Fall only-Evening) - Introduces decision analysis, a quantitative decision making technique for systematic evaluation of alternative courses of action under conditions of uncertainty. Complex decision problems are divided into separable components for analysis. The decision maker's perceptions of options, future states of nature, probabilities and utilities for various options are determined explicitly. Topics include the fundamentals of probability theory, decision trees, expected monetary values, utility theory, sampling, and risk sharing. *Prerequisite: None*

**CMGT 508: Technology Management** (3.00 Credits) (Offered Summer-Evening) - This course describes the guiding principles and critical issues of knowledge and technology management, and provides the tools to design and implement a successful technology strategy as part of the overall strategy of the organization. It discusses topics essential for the management of public and private sector high technology organizations and issues relevant to their survival. Examples of these issues include: development and application of knowledge, integration of technology and business strategy, development of competencies and capabilities to stay in the forefront of technology in the global marketplace, response to change, specific human resource and organizational factors involved in management of knowledge and technology, forecasting and technology selection, and the influence of the internal and external environment. *Prerequisite: Dept. Consent Required.*

**CMGT 510: Information Systems for Managers** (3.00 Credits) (Offered Fall Only-Evening) - Presents an in-depth orientation for current and future managers. Addresses the organizational foundations of systems, their strategic role, and the organizational and management changes driving electronic commerce and electronic business in the digital organization. Explores the technical foundation for understanding (IS) and how information technologies (IT) work together with the Internet to create a new infrastructure for the digital integration of the organization. Focuses on the role of IS in capturing and distributing organizational knowledge and in enhancing management decision making and the process of redesigning the organization using IS. *Prerequisite: Dept. Consent Required.*

**CMGT 515: Software Project Management** (3.00 Credits) (Offered Summer Only-Evening) Focuses on the competencies essential for successful software project management, in the areas of product, project, and people management skills. Product skills include assessing and tailoring processes, evaluating alternative processes and becoming aware of process standards, defining the product, managing requirements and subcontractors, performing initial assessments, selecting methods and tools, tracking product quality, and understanding development activities. Project skills include building a work breakdown structure, documenting plans, estimating cost and effort, managing risks, monitoring development, scheduling, selecting metrics and project management tools, and tracking progress and

process. People skills include appraising performance, handling intellectual property, effective meetings, interaction and communication, leadership, managing change, negotiating successfully, planning careers, presenting effectively, recruiting, selecting a team, and team building. *Prerequisite: Dept. Consent Required.*

**CMGT 547: Managerial Engineering Economics (3.00 Credits) (Offered Fall & Spring –Evenings)**  
Examines decision-making based on comparisons of the economic worth of alternative courses of action with respect to their costs and/or incomes or benefits. The early part of the course focuses on the conventional mathematics of money and interest; i.e., the time value of money. It stresses the concepts of Present Worth, Equivalent Annual Worth, and Rate-of-Return calculations. This mathematics framework is then applied to consideration of specific decision problems of private sector capital investment choices, asset replacement, and analysis of public projects. Presents the overlapping aspects of accounting, finance, and investment analysis, including the related aspects of depreciation, inflation, risk management, and sensitivity analysis. *Prerequisite: None*

**CMGT 561: Engineering Ergonomics (3.00 Credits)** - A systematic design approach to the human-task-environmental system to increase productivity and decrease risk of injury and system failure. The course focuses on identifying ergonomic problems and developing design solutions to address those problems. Topics include anthropometry, work design, manual materials handling, cumulative trauma disorders, information processing, and designing for unique populations.

**CMGT 562: Engineering Risk Management (3.00 Credits) (Offered Summer Only-Evening)** Provides engineering and construction managers with an understanding of predicting, identifying, assessing, managing and communicating risk for engineering projects. Entails a fundamental review of probability and statistics practices so that they may be applied toward the study of risk, risk identification, risk assessment, risk evaluation, and risk management. Examines definitions, arguments and approaches from a variety of sources. To reinforce lectures, uses real world engineering examples from the defense, energy, and information technology industries where managers are forced to manage risk. Technical skills learned will encompass risk-based priority modeling, economic monetary value analysis, Bayesian revision, utility analysis, safety analysis, risk assessment, and risk management. *Prerequisite: None*

**CMGT 563: Independent Project (3.00 Credits) - Directed Studies**

**CMGT 564: Strategic Standardization (3.00 Credits)** - A survey course, intended for graduate engineering and law students. Provides students with a broad understanding of the interdisciplinary issues associated with standardization, which is a difficult concept to define. From a broad perspective, the term covers every product, material, and service in commerce, anywhere in the world; it is one of the most critical components associated with the development of the global economy and all of its individual parts.

**CMGT 570: Project Management (3.00 Credits)** - Managing project resources and a project budget are **key components of a Project Management and Control System. In this course students are required to** use a simulation program to learn and demonstrate an ability to manage key resources of a project. The course focuses on effective project/program management approaches and techniques which are typical to private sector engineering projects and major government system acquisitions. The dynamic aspects of project management are treated, including such topics as requirements assessment, program planning, contract administration, manufacturing management, configuration management, scheduling techniques, integrated logistics support, life cycle management, test and evaluation, standards of conduct and project team management.

**CMGT 572: Organizational Theory and Behavior (3.00 Credits) (Offered Fall Only-Evening)** - Develops the competencies and knowledge that one needs to be an effective professional, leader, or manager.

Now, more than ever, the keys to an organization's effectiveness and competitiveness are its employees. Technology, financial capital, physical assets, and access to proprietary information are increasingly recognized as being little more than short-term sources of competitive advantage. Long-term competitive advantage comes from the rich array of individual and team-based competencies capable of being put into action by an organization's employees, managers, and leaders. Emphasizes seven competencies: managing self, managing communication, managing diversity, managing ethics, managing across cultures, managing teams, and managing change. *Prerequisite: None*

**CMGT 573: Planning and Control of Organizations** (3.00 Credits) (Offered Summer Only –Evening) Reviews and analyzes the theory and application of the basic components of the managerial control process. Includes introduction to such managerial concepts as cost and profit analysis, planning and scheduling of activities, cost concepts, budget decision techniques, budget control activities, capital and operating budgeting, and the cost of capital. Emphasizes coordination, control, and interaction between decision theory and the instruments of policy implementation in formal organizations. *Prerequisite: None*

**CMGT 574: Strategic Management** (3.00 Credits)(Offered Spring Only Evening)- Integrates all of the learning from the Engineering Management program to serve as a capstone business course, and focuses it particularly on the perspectives and problems of the firm's Chief Executive Officer and other senior strategic managers. Focuses on strategic competitiveness, business-level and corporate-level strategy formulation, strategy implementation, and competitive rivalry and competitive dynamics. Includes case studies to illustrate the concepts and their applications. *Prerequisite: None*

**CMGT 575: Introduction to Systems Analysis** (3.00 Credits) (Offered Spring Only Evening) - Introduces a scientific approach to decision making, usually under conditions requiring the allocation of scarce resources. Provides several of the most useful and realistic mathematical models available for solving engineering management problems including linear programming, transportation and assignment models, deterministic economic order quantity inventory models, and network models. Same as CE 575. *Prerequisite: None*

**CMGT 580: Introduction to Systems Engineering Management** (3.00 Credits) (Offered Spring Only-Evening) - This course will develop the student's understanding of the basics of systems engineering management through the life cycle of a system, the evolution of systems engineering and how it relates to program management, and to recognize its application in real situations and develop technical management solutions based on systems engineering principles. The course will consist of lecture, discussion, practical exercises, case studies, independent research and student presentations. Class discussion will require each student to participate in the presentation of the course material by sharing their understanding and interpretation. *Prerequisite: None*

**IEDM 501: Accounting and Finance Concepts and Applications** (3.00 Credits) (Offered Spring Only Afternoon) - The course covers the use of accounting as a management tool. It includes the strengths and limitations of accounting as an information system, the role of accounting in management, planning and control, and the usefulness of accounting data for evaluating the results of operations and decision-making. Topics also include cost concepts, profit planning, budget decision techniques, planning pricing decisions, inventory control, quantitative decision techniques, as well as the introduction to development of accounting and budgeting information systems based on quantitative data processing. *Prerequisite: IEDM Program Students Only.*

**IEDM 520: Economic and Management Aspects of Politics and Economic Policy Development** (3.00 Credits) (Offered Fall & Spring-Evenings) The course studies the economic and managerial aspects of political dynamics surrounding economic development both in developed and developing countries as

well as their link to International Organizations. It then explores the economic and management of policy design and approval through these different systems, including development banks, as well as in developing countries. It also introduces topic of public administration, the managerial theoretical frames of reference that inform public administration as a field of professional practice and study. Current and continuing economic and managerial challenges and controversies are also analyzed. *Prerequisite: IEDM Program Students Only.*

**IEDM 522: Economic and Management Aspects of Energy and Environment** (3.00 Credits) - This course introduces different economic and managerial aspects of the relationships between energy, environment, and sustainable development. The course examines the interplay between environment, energy, and technology and its effects on policy at different levels. It also addresses current issues such as biodiversity, energy sources and alternatives, deforestation, climate change, economic growth, and ecological sustainability.

**IEDM 550: Project Development, Design, Implementation, and Evaluation Management** (3.00 Credits) (Offered Summer Only-Afternoon) The course covers common challenges in the administration of private and public programs in developing countries. The course studies tools and processes for the design, implementation and evaluation management of private and public development projects directed to strengthen institutions. It explores the scope and limitations of current evaluation techniques, including economic, political, social, and administrative factors. It also studies methodological approaches for design, data collection, analysis, and dissemination of results, as well as normative criteria for assessing public projects and policy changes. The roles and responsibilities of the public and private not-for-profit sectors in the delivery of public goods and services are also analyzed. *Prerequisite: IEDM Program or Dept. Consent Required.*

**IEDM 551: Financial Management and Public Projects** (3.00 Credits) (Offered Summer Only-Evening) This course analyzes the available finances of state and local governments and other public organizations as well as the remedies developed when facing financing problems in development initiatives. In doing so the course addresses expenditure, revenue, and borrowing decisions; the economic base and needs of the community; capital markets; public employees; and the overall economic system in the context of development efforts. *Prerequisite: IEDM Program or Dept. Consent Required.*

**IEDM 553: Public Finance and Management** (3.00 Credits) - The course explores the financing and provision of public goods and the conditions under which market failures occur, with particular focus on the role of information asymmetries, uncertainty and externalities in developing countries. The course examines how differences in administrative capacity between developing countries and more advanced countries affect the nature and prevalence of these market failures and develops a framework for government policies, or other third parties such as non-governmental interventions, as responses to market failures in a developing country context. It also covers the basic concepts and techniques of public management: how to advance policy in a bureaucracy; how to structure organizations for optimum productivity; how to master budgetary and financial processes; how to communicate and be persuasive; how to develop and use effective management information systems; and how to manage human resources effectively.

**MBU 361: Human Resource Management** (3.00 Credits) (Offered Fall Only) - This course provides an overview of the management of human resources in organizations, examining the major issues in creating a productive workforce and fostering effective employee/management relationships. The course addresses such topics as job design, recruitment and selection, performance appraisal, incentive programs, total compensation approaches and strategies for their implementation, employee rights, labor relations, and the collective bargaining process. *Prerequisite: None*



**MBU 501 Communicating Effectively as a Manager** (3.00 Credits) (Offered Fall & Spring-Evening) - Helps develop knowledge of, and skills in, effective communication by exposing students to a combination of communication theory and applications. The course emphasizes the development of advanced written and oral communication skills through its focus on preparing and delivering oral presentations, writing business reports and communiqués, and managing interpersonal communications. *Prerequisite: None*

**MBU 505 Project Management** (3.00 Credits) (Offered Fall & Spring-Evening) - Introduces students to the principles underlying effective project management, providing the knowledge, skills, and framework necessary to manage a real project in the workplace. Topics covered include the project life cycle, stakeholder identification, resource allocation, cost management, scheduling techniques, and human resource aspects of project management. Reviews MS Project as a useful tool to effectively and efficiently manage a project. *Prerequisite: None*

**MBU 510 Organizational Theory and Behavior** (3.00 Credits) (Offered Spring Only-Evening) Covers both the theoretical and empirical research on human behavior in business, public, and nonprofit institutions. Begins with the examination of internal structures such as hierarchy and authority and structural variations. Addresses the dynamic aspects of organization behavior, including such topics as leadership, motivation, supervision, communication, and control. The impact of cultural and ethical issues on organizational behavior is also covered. *Prerequisite: None*

**MBU 512 Conflict Resolution** (3.00 Credits)(Offered Spring & Summer Evening)- Introduces the terminology, concepts, and practice of conflict resolution, especially as it relates to the performance of human resource managers. Students examine case studies in conflict management to learn practical mediation skills and managerial tools for recognizing, preventing, and resolving conflicts and fostering teamwork in the workplace. *Prerequisite: None*

**MBU 514 Leadership Foundations** (3.00 Credits) (Offered Fall, Spring & Summer –Evening)- Surveys, compares, and contrasts contemporary theories of leadership, providing students the opportunity to assess their own leadership competencies and how they fit in with models of leadership. Students also discuss current literature, media coverage, and case studies on leadership issues. *Prerequisite: None*

**MBU 516 Managing People and Performance** (3.00 Credits) (Offered Fall, Spring & Summer-Evening) - Examines human behavior in organizations and its implications for managing individuals, groups, and teams to achieve organizational effectiveness. Topics covered include group dynamics, team-building, performance appraisal processes, diversity, and managing a global workforce. *Prerequisite: None*

**MBU 523 Legal Environment in Human Resources** (3.00 Credits) (Offered Spring Only-Evening) Provides an understanding of the legal issues impacting organizations. Examines current laws, regulations and court decisions and how they impact the role and responsibilities of the human resource manager. Covers such topics as equal employment/ affirmative action programs, OSHA, and employee rights to privacy. *Prerequisite: None*

**MBU 533 Human Resource Management and Strategy** (3.00 Credits) (Offered Fall, Spring & Summer – Evening) Explores the function of human resource management in an organization, addressing such critical areas as recruitment and selection, compensation and benefits, performance management, and organization development. Addresses how human resource programs and activities can be aligned with an organization’s strategic goals and objectives to enhance organizational effectiveness. *Prerequisite: None*

**MBU 540 Integrated Communication: Marketing and Public Relations** (3.00 Credits) (Offered Fall-Evening) -Addresses the coordinated use of public relations, marketing, and internal/stakeholder communications to achieve an organization’s strategic goals. *Prerequisite: None*

**MBU 543 Labor-Management Relations** (3.00 Credits) (Offered Spring & Summer-Evening) - Analyzes the economic and institutional aspects of collective bargaining and their impact on the economy. Addresses attitudes and policies of unions and management, negotiation and grievance procedures in both unionized and non-unionized firms, ethical issues in labor-management relations, and public policies toward collective bargaining. *Prerequisite: None*

**MBU 566 Human Resource Development and Training** (3.00 Credits) (Offered Fall, Spring & Summer – Evening)- Explores theories, processes, and practices in training and development, addressing such topics as adult learning, instructional design, evaluation, coaching, management development, organization development and change, job training, and career development. *Recommended: MBU 533. Prerequisite: None*

**MBU 570 Federal Contract Management and Administration** (3.00 Credits) (Offered Fall Only –Evening) Discusses the acquisition and contract management environment from the government's and the contractor's perspectives. The focus is on federal acquisition regulations, contract types most frequently used in federal contracting, and duties performed by contracting personnel during the contract administration phase of the acquisition process. *Prerequisite: None*

**MBU 573 Legal Aspects of Government Contracting** (3.00 Credits) (Offered Spring Only-Evening) Addresses the principal legal issues that often arise in federal contracting and discusses the purpose, interpretation, applicability, and administrative ramifications of laws, regulations, and executive orders relevant to prime contracts and subcontracts. Decisions from the Comptroller General, the Boards of Contract Appeals, and the courts are examined. Topics include: formation of government contracts and formal dispute resolution. *Prerequisite: None*

**MBU 576 Contract Pricing, Negotiations, and Source Selection** (3.00 Credits) (Offered Summer Only – Evening) Emphasizes factors to consider in contract pricing, contracting by negotiation, and source selection. Primary focus is on analytical techniques for conducting price and cost analysis in preparation for negotiations. Discusses methods for examining all categories of costs along with the theory and practice of negotiations in order to develop the knowledge, attitude and skills required to successfully negotiate the best value for the government. Methods and techniques, from developing requirements to final source selection and contract award, are examined. *Prerequisite: MBU 570 or MBU 573. Prerequisite: None*

**MBU 619 Strategic Planning and Implementation** (3.00 Credits) (Offered Fall, Spring & Summer – Evening) - Effective organizations strategically design their mission, vision, structure, and operations to anticipate and respond to external threats, opportunities, and conditions. This course explains how organizations formulate, implement, and evaluate strategies that help ensure their sustainability and profitability. Integrates case studies to provide practical examples of strategic management concepts. *Prerequisite: None*

**MBU 647 Advanced Managerial Communication** (3.00 Credits) (Offered Spring Only –Evening)- This course focuses on developing the more advanced personal and interpersonal communication skills typically required of managers. Addresses such areas as writing proposals, communicating with the media, handling high-stress communications, and crisis management. *Prerequisite: None*

**MBU 652 Managerial Decision-Making: Finance & Budgeting** (3.00 Credits) (Offered Fall, Spring & Summer –Evening) -Serves as an introduction to decision-making tools used by managers. The course focuses heavily on financial management, addressing concepts and principles, terminology, budgeting techniques, and financial reporting. Introduces the concept of “metrics” and discusses how they are used to enhance management effectiveness. *Prerequisite: None*

**MBU 653 HR Budgeting and Metrics** (3.00 Credits) (Offered Fall & Spring-Evening) - Addresses the concepts and principles of financial management of particular relevance to human resource practitioners. Emphasis is placed on learning the principles of budgeting. Also examines organizational and HR-specific measures that can be used to help determine the effectiveness of the HR function. Prerequisites: MBU 533, MBU 564, MBU 566. *Prerequisite: Dept. Consent Required.*

**MBU 661 Ethical Leadership** (3.00 Credits) (Offered Fall & Summer-Evening) -Explores the moral, ethical, and social responsibilities of organizational leaders. Addresses theoretical and practical applications of ethical principles to help illustrate how ethical considerations impact decision-making, organizational functions, and the work environment. Assists aspiring leaders in refining their own moral and ethical compasses to guide them in leading their organizations. *Prerequisite: None*

**MBU 664 Developing Leadership Competencies** (3.00 Credits) (Offered Fall & Spring-Evening) -Students build on their understanding of leadership theory and practice gained from the Leadership Foundations course to assess, reflect on, and develop their own leadership skills and competencies. The course incorporates case studies, experiential exercises, field projects, and assessment instruments such as the Campbell Leadership Index or the Lominger Limited Leadership Assessment. *Prerequisite: None*

**MBU 667 Leading Organizational Change** (3.00 Credits) (Offered Spring & Summer-Evening) - In today's dynamic economy, there is increasing need for ongoing organizational assessment and realignment to ensure the organization's ability to serve its customers effectively. This course examines the skills and knowledge that leaders need to manage this change process successfully. The full change process is explored, including organizational assessment; the selection, design, and implementation of appropriate interventions; and evaluation. *Prerequisite: None*

**MSBA 501: Managing with Integrity** (Offered Fall Only-Evening)- Provides foundational understanding in management theory, processes, and behavior so that students understand the role and functions of managers. Emphasis is placed on applying sociological principles to the analysis and understanding of human behavior in organizations. Case studies are used to practice applying solutions to challenging business problems and to broaden students' creative thinking and ethical awareness. Topics include managing with ethics and social responsibility, organizational culture and design, group dynamics, goal-setting, and conflict negotiation. *Prerequisite: MSBA Students Only.*

**MSBA 502: Accounting and Financial Analysis** (Offered Fall Only- Afternoon) - Provides a firm foundation in accounting - the language of business – to help understand and use the results in managerial decision-making. The accounting process entails the: recording of financially measurable events in the life of a business, reporting of those events to outside stakeholders (investors, creditors, regulators, employees), and assessing the quality of the financial position of an organization. Emphasis is placed on interpreting financial data and learning financial statement analysis through real business world situations. *Prerequisite: MSBA Students Only.*

**MSBA 503: Quantitative Analysis and Communication** (Offered Fall Only-Afternoon)- Introduces statistical analysis, applied specifically to business decision making (including probability theory, sampling estimation, inference, and hypothesis testing) and shows how to communicate with integrity the outcome of such analysis in a business context. *Prerequisite: MSBA Students Only.*

**MSBA 504: Marketing with Integrity** (Offered Fall Only –Evening) -Explores managerial policies, strategies, and decisions regarding products/services, pricing, promotions, and distribution. The course examines major variables, both internal and external to the firm, which mutually interact and influence marketing decisions, and their impact on the human person and society. Other topics include market analysis, new product development, implementation of marketing programs, and marketing ethics. *Prerequisite: MSBA Students Only.*

**MSBA 505: Spirit of Enterprise** (Offered Fall Only-Evening) -Develops a comprehensive view of the contributions of business and not-for-profit enterprises, from a historical perspective. Examines to what extent the principles of solidarity, subsidiarity, and human dignity have been observed in the practice of commerce across the centuries. Draws implications for their application today through discussion of specific, complex and multi-faceted ethical and social issues in business. *Prerequisite: MSBA Students Only.*

**MSBA 511: Applied Financial Management** (Offered Spring Only-Evening) - Applies financial and microeconomics theory to managerial decision making. Relates the concepts of subsidiarity, solidarity, and common good to finance. Topics include operational and capital budgeting, cost and demand analysis, forecasting, pricing, market structure, and regulation. *Prerequisite: MSBA Students Only.*

**MSBA 512: Leadership and Entrepreneurship as Service** (Offered Fall & Spring-Evening)- Explores leadership theory and the process of leading complex organizations in both the private and public sectors. Relates the leadership function to organizational theory and organizational development from the perspective of virtue theory. Relates how the entrepreneur is "other directed" and how the creation of wealth through entrepreneurial activity serves society and mankind. Topics covered include: management versus leadership, managing from a global perspective, and ethical dilemmas in leadership. *Prerequisite: MSBA Students Only.*

**MSBA 513: Business Research Methods** (Offered Spring Only-Afternoon) - Provides understanding of the methods and technologies involved in designing and conducting market studies, and applying the information in managerial decision-making. Topics include the components of a business research project, qualitative research, survey and experimental designs, and data analysis with statistical software packages. Guidelines for ethical research conduct are integrated throughout. *Prerequisite: MSBA Students Only.*

**MSBA 514: Advanced Analysis and Problem-Solving** (Offered Spring Only-Afternoon) Builds competence in selecting and applying analytical, problem-solving, and decision-making tools. Covers problem disaggregation, decision trees, and idea generation. Students apply tools to specific business case studies, with consideration of ethical issues arising in analysis. Provides tools for MSBA 515. *Prerequisite: None*

**MSO 585: Public Private Partnerships** (3.00 Credits) (Offered Summer) - This course provides an introduction to the role public agencies and private corporations play in partnership to solve social problems in a variety of sectors. Discusses the framework used to identify, establish and sustain partnerships, and reviews US and international case studies of public-private partnerships. *Prerequisite: None*

**MSO 586: Corporate Social Responsibility** (3.00 Credits) (Offered Summer) - Through thought leadership and effective management, socially responsible corporations can expect to attract investors, customers, recruit and retain highly talented employees, and improve their bottom line. This course explores how corporations design, manage and measure social strategies to generate social and business value. Students learn the frameworks, methodologies and tools used by leading corporations to create socially responsible businesses. *Prerequisite: None*

**PSY 505: Social Psychology for Graduate Business Students** (3.00 Credits) (Offered Fall –Afternoon) - An introduction to the study of the individual interacting in a social context. Theories of attitude development and change, social perception, and small group behavior. Analysis of current research and methodology. Applications of social psychology, with assignments relevant to business. *Prerequisite: General Psychology or equivalent. Not open to students who have previously taken Social Psychology. Prerequisite: MSBA Students Only who have taken PSY 201 & have taken PSY 305.*

**PSY 631: Sensation and Perception** (3.00 Credits) - An advanced survey of research and theory in sensation and perception. Special focus on integration of current findings at several levels of analysis. Work in neuroscience, psychophysics, and computational theory, with emphasis on visual and auditory systems.

**PSY 671: Human Factors** (3.00 Credits) - An overview of the ways in which design and use of technology, broadly conceived, are assessed from a human perspective. Basic human capacities and limitations - physical, perceptual, and cognitive - are addressed. Theories of human performance are linked to real-world experience.

**SOC 505 Sociology of Crime** (Offered Summer) - Analysis of causes and consequences of criminal behavior. Exploration of the racial, socioeconomic, and other factors influencing the definition, treatment, and amelioration of criminal behavior. *Prerequisite: None*

**SSS 547: Issues and Strategies in Serving Persons with Disabilities** (1.00 Credit) - After tracing the historical development of serving persons with chronic disabilities, students will develop a greater understanding of the roles and responsibilities that people with disabilities, their families, and social workers can play in shaping the future service delivery system and enhancing the quality of life.

**SSS 570/570D: Diversity in a Multicultural Society** (3.00 Credits) (Offered Summer & Spring-Evening) Utilizes strengths perspective to examine the resilience of populations-at-risk, particularly people of color, persons with disabilities, and gays and lesbians. Focuses on diversity in a global environment, including issues of discrimination, institutional racism, and economic deprivation. Intended to enhance/develop self awareness and sensitivity for a culturally competent social work practice. *Prerequisite: MSW Students Only.*

**SSS 571/571D: Human Behavior & Social Environment I** (3.00 Credits) (Offered Spring Only – Afternoon/Evening) -Utilizes an ecological and systems perspective to examine the bio-psycho-social-spiritual human development across the life cycle. Examines normal development with a framework for the micro-mezzo, and macro theories. Emphasizes developing theories of strength and resilience, the impact of economic forces at the micro and macro levels. *Prerequisite: MSW Students Only.*

**SSS 664: Long-Term Care of the Elderly** (3.00 Credits) - Focuses on the needs, policies, and programs of services involved in long-term care for older persons in both community and institutional settings. Examines both formal and informal systems of care both within and outside of institutions.

**SSS 665: Theories and Models for Use in Health Care** (3.00 Credits) (Offered Fall Only-Evening)- This course provides the theoretical orientations and practical models to guide clinical social work interventions in diverse health settings. Through lectures, invited presentations, and course assignments, student will be able to apply effective interventions based on theories and models in the context of an illness prevention and control framework. *Prerequisite: MSW Students Only.*