University policies, degree programs, and course descriptions for undergraduate and graduate students.

800-920-6723 | CSUGlobal.edu
The first independent, regionally accredited, 100% online state university in the country.
The Colorado State University-Global Campus (CSU-Global) Academic Catalog is the official source for academic program information. CSU-Global reserves the right to make changes to the catalog in order to fulfill its mission or to accommodate administrative needs in a timely fashion. In the event that such a change is made during the course of a trimester, the catalog will be republished with the alteration clearly indicated. The university will work closely with students to minimize impact should any such change affect their degree progress. For a complete list of student policies, please visit csuglobal.edu/policies.

Effective Date: January 16, 2017
Dear Students,

Learning at any age provides pathways to new opportunities and experiences, and we are pleased to be able to help facilitate your journey. It is our hope that your experience at CSU-Global will reinforce your ongoing commitment to lifelong learning, personal advancement, and societal contribution.

Our staff and faculty work hard to ensure that you gain the knowledge and skills necessary to meet the challenges of our technologically advanced and highly dynamic global marketplace. We have carefully selected and crafted our degree programs, specializations, and certificates of completion to prepare you for jobs and careers that have current and forecasted long-term growth. Additionally, we screen our faculty carefully for industry expertise and top academic credentials so that they can provide not only pertinent academic and learning information, but also professional and workplace mentoring and coaching.

Recent additions to the university include Awards of Completion and Endorsements, which you can view and print from your Student Portal. These awards mark your progress toward your academic goals, and they now also tie to LinkedIn’s Skillful initiative. We have also expanded the selection of Competency Based Exams available at the undergraduate level, which can help reduce your degree cost and time to completion. Additionally, we are always researching and developing new specializations, so be sure to check with your Student Advisor or review the website for updates as you complete your degree.

In fulfillment of our mission as a nonprofit state university, CSU-Global provides:

- Student scholarships every trimester. There are no limits to the number of scholarships that students can receive.

- 24/7 access to live tutoring, technical support, library resources, librarians, and the Career Center.

- A Tuition Guarantee which ensures that your tuition will not increase as long as you are an active student. This, along with no student fees and the tuition planning we offer to every student, means you can plan and budget successfully for your degree.

Thank you for choosing CSU-Global. We are very proud of all our students and alumni, and we look forward to helping you prepare for further personal and workplace success, this year and beyond.

Sincerely,
# Degree Programs

## Bachelor’s Degrees

<table>
<thead>
<tr>
<th>Degree Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.S. in Accounting</td>
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<tr>
<td>B.S. in Applied Social Sciences</td>
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<tr>
<td>B.S. in Business Management</td>
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<tr>
<td>B.S. in Communication</td>
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<tr>
<td>B.S. in Criminal Justice and Law Enforcement Administration</td>
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<tr>
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</tr>
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</tr>
<tr>
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</tr>
<tr>
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</tr>
<tr>
<td>B.S. in Marketing</td>
</tr>
<tr>
<td>B.S. in Organizational Leadership</td>
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<tr>
<td>B.S. in Project Management</td>
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</table>

## Master’s Degrees

<table>
<thead>
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<tr>
<td>M.S. in Management</td>
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<tr>
<td>M.S. in Organizational Leadership</td>
</tr>
<tr>
<td>M.S. in Teaching and Learning</td>
</tr>
<tr>
<td>M.S. in Teaching and Learning — Education Leadership Principal Licensure Concentration</td>
</tr>
<tr>
<td>Master of Criminal Justice and Law Enforcement Administration</td>
</tr>
<tr>
<td>Master of Finance</td>
</tr>
<tr>
<td>Master of Healthcare Administration</td>
</tr>
<tr>
<td>Master of Human Resource Management</td>
</tr>
<tr>
<td>Master of Information Technology Management</td>
</tr>
<tr>
<td>Master of International Management</td>
</tr>
<tr>
<td>Master of Professional Accounting</td>
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<tr>
<td>Master of Project Management</td>
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</table>

## Specializations

<table>
<thead>
<tr>
<th>Specialization</th>
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<tbody>
<tr>
<td>Business Administration</td>
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<tr>
<td>Computer Programming</td>
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<td>Construction Management</td>
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<td>Criminal Forensics</td>
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<td>Criminal Justice Management</td>
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<td>Criminology</td>
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<td>Cyber Security</td>
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<td>Data Management and Analysis</td>
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<tr>
<td>Emergency Management</td>
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<tr>
<td>Foundations of Accounting</td>
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<td>Healthcare Management</td>
</tr>
<tr>
<td>Human Resources and Organizational Development</td>
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<tr>
<td>Information Technology Management</td>
</tr>
<tr>
<td>Information Technology Operations</td>
</tr>
<tr>
<td>Marketing</td>
</tr>
<tr>
<td>Operations Management and Supervision</td>
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<td>Organizational Leadership</td>
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<tr>
<td>Project Management</td>
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<tr>
<td>Public and Non-Profit Management</td>
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<tr>
<td>Small Business and Entrepreneurship</td>
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<td>Strategic Communication</td>
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<tr>
<td>Virtualization and Cloud Computing</td>
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<td>Accounting</td>
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<tr>
<td>Applied Business Management</td>
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<tr>
<td>Business Intelligence</td>
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<tr>
<td>Contemporary Practices in K-12 Online Learning</td>
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<td>Criminal Justice Leadership</td>
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<td>Cyber Security</td>
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<td>English Language Learning (ELL)</td>
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<td>Finance</td>
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<td>Global Management</td>
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<td>Information Technology</td>
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<tr>
<td>International Management</td>
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<tr>
<td>K-12 Educational Technology and Instructional Design</td>
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<tr>
<td>Online Learning Innovation and Design</td>
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<td>Organizational Leadership and Change Management</td>
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<tr>
<td>Project Management</td>
</tr>
<tr>
<td>Strategic Innovation and Change Management</td>
</tr>
<tr>
<td>Teacher Leadership</td>
</tr>
</tbody>
</table>
Accreditation

Colorado State University-Global Campus is regionally accredited by The Higher Learning Commission (HLC).

230 South LaSalle Street, Suite 7-500
Chicago, Illinois 60604
(800) 621-7440; (312) 263-0456; Fax: (312) 263-7462

Prior to receiving independent regional accreditation on June 30, 2011, CSU-Global Campus operated under extended accreditation from the Colorado State University System campuses of CSU in Fort Collins (graduate degrees) and CSU-Pueblo (undergraduate degrees). Admitted students starting a degree program prior to September 2011 were offered the option to continue their studies under an extended regional accreditation from CSU System campuses. The following indicator noted on the front of the transcript will identify students enrolled under extended accreditation:

- Colorado State University-Pueblo online baccalaureate degree completion program offered through CSU-Global Campus.
- Colorado State University online master's degree program offered through CSU-Global Campus.

All other students pursue a program of study under the CSU-Global Campus independent regional accreditation. For questions about transferability, or for further information about the accreditation process, visit the Higher Learning Commission website (http://www.ncahigherlearningcommission.org/).

Select programs from the School of Management and Innovation are also accredited by The Accreditation Council for Business Schools and Programs (ACBSP). These programs include the BS in Business Management, BS in Accounting, MS in Management, and the MS in International Management. More information about ACBSP accreditation can be found at http://www.acbsp.org.

History of Colorado State University-Global Campus

Colorado State University-Global Campus is the newest institution in the Colorado State University System (CSUS), an established university system with a rich 140-year history that evolved from agrarian roots as a land-grant institution. CSU-Global was established on August 24, 2007, by the CSUS Board of Governors with a central goal of meeting the educational needs of adult learners in the State of Colorado and beyond by providing high quality online programs. On May 7, 2008, the CSUS Board of Governors delegated authority to CSU-Global to oversee academic, personnel, and financial matters consistent with powers granted to CSU and CSU-Pueblo. Thereafter, CSU-Global was legally sanctioned as a third, independent University on March 18, 2009, when Colorado’s Governor Ritter signed into law the State of Colorado Senate Bill 09-086 declaring the establishment of the CSU-Global Campus as an online university that is part of the Colorado State University System.

CSU-Global is the first statutorily-defined 100% online public university in the United States. It has a unique focus on the success of adult, nontraditional learners with learning outcomes focused on theory, knowledge, and skills necessary to secure employment and improve job performance. From its first class of nearly 200 students in 2008, CSU-Global has now grown to have a student body of over 10,000 students with more than 500 new enrollments admitted each session.

On June 30, 2011, Colorado State University-Global Campus was officially granted independent regional accreditation status by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools. CSU-Global is the first public university in Colorado to receive initial HLC accreditation since 1971, a significant achievement for the university, the CSU System, and online education.
Mission Statement
CSU-Global Campus is committed to advancing student success in a global society, investing in human capital, expanding the state economy, and enhancing the quality of life for citizens in the state of Colorado and beyond by providing access to dynamic degree programs characterized by academic excellence, innovative delivery technologies, and strong stakeholder engagement.

Vision Statement
CSU-Global Campus is the premier provider of innovative, higher learning opportunities for nontraditional students in Colorado and beyond.

University Values
CSU-Global Campus has established the following set of values to formulate actions, direct decision-making, and lead employees in pursuit of its mission:

- **Mission-focused.** We drive student success in a global society through education, services, and support.
- **Innovative-thinking.** We identify solutions to facilitate student and CSU-Global success through nontraditional industry methods and progressive solutions that are effective, efficient, and innovative.
- **Accountability.** We are responsible for our own actions, for those of our department, and our university as we strive to be amazing.
- **Collaboration.** We don’t just talk about teamwork; we exhibit it in the way that we interact, consult each other, resolve issues, and respect each other’s contributions
- **Learning and Growth.** We are a learning organization that continuously evolves and is committed to continual improvement.
- **Professionalism.** We treat all others as we wish to be treated and as we wish to be defined by others.
Commitment to Diversity

CSU-Global is committed to, and has a fundamental responsibility to, provide equal educational opportunities to all individuals with the courage, desire, and dedication to pursue an education and fulfill their aspirations and dreams in a democratic and pluralistic society. CSU-Global strives to educate future leaders who will represent diverse perspectives as well as broad ethnic and cultural experiences.

Equal Employment Opportunity

Colorado State University System is an equal opportunity/affirmative action employer and complies with all Federal and Colorado State laws, regulations, and executive orders regarding affirmative action requirements. In order to assist CSU System in meeting its affirmative action responsibilities, ethnic minorities, women, and other protected class members are encouraged to apply and identify themselves.

Nondiscrimination Policy

CSU-Global does not discriminate on the basis of race, age, color, religion, national origin, gender, disability, sexual orientation, veteran status, or disability. CSU-Global complies with the Civil Rights Act of 1964, related Executive Orders 11246 and 11375, Title IX of the Education Amendments Act of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, Section 402 of the Vietnam Era Veteran’s Readjustment Act of 1974, the Age Discrimination in Employment Act of 1967, as amended, Americans with Disabilities Act of 1990, the Civil Rights Act of 1991, and all civil rights laws of the state of Colorado. Accordingly, equal opportunity for admission shall be extended to all persons, and CSU-Global shall promote equal opportunity and treatment through a positive and continuing affirmative action program. In order to assist CSU-Global in meeting its affirmative action responsibilities, ethnic minorities, women, and other protected class members are encouraged to apply and to identify themselves.

Admission of students and availability and access to CSU-Global programs and activities are made in accordance with policies of nondiscrimination.

Any CSU-Global student who encounters acts of discrimination because of age, race, religion, color, gender, sexual orientation, national origin, veteran status, or disability either on or off campus is urged to report such incident to the Office of Student Success. Any person who wishes to discuss a possible discriminatory act without filling out a complaint form is welcome to do so.

Any of the above discriminatory acts can also be the subject of complaints to the Department of Education, Office for Civil Rights, as well as to the Office of Federal Contract Compliance Programs, Equal Employment Opportunity Commission, and the Colorado Civil Rights Division.
**BURGUNDY TRACK 2016-2017**

<table>
<thead>
<tr>
<th>Term Trimester</th>
<th>F.A. Priority Deadline</th>
<th>Last day to add a class</th>
<th>Start Date</th>
<th>Last day to drop a class with full refund</th>
<th>Approximate F.A. disbursement</th>
<th>Last day to withdraw with a W</th>
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</thead>
<tbody>
<tr>
<td>FALL-A</td>
<td>7/1/16</td>
<td>7/8/16</td>
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<td>8/8/16</td>
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<td>9/14/16</td>
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<td>1/9/17</td>
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<tr>
<td>SPRING-B</td>
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<td>4/17/17</td>
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</table>

**Term Start** - Courses open for registered students at least 48 hours prior to the term start.

**Grades** - Grades are due from faculty approximately one week after each term ends, and will be available on transcripts once they are finalized.

**Degree Conferral** - Degrees are conferred within 30 days after the end of each term. Students will be graduated after the term in which all of their degree requirements are met unless they contact the Office of the Registrar to extend their program. Students should confirm their diploma name in their student portal at least 30 days prior to the end of the term in which they will graduate or the official name on record will be printed on the diploma.
GOLD TRACK 2016-2017

<table>
<thead>
<tr>
<th>Term</th>
<th>Start Date</th>
<th>Last day to drop a class with full refund</th>
<th>Term Start</th>
<th>Approximate F.A. disbursement</th>
<th>Last day to withdraw with a W</th>
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<tr>
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<table>
<thead>
<tr>
<th>Term</th>
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<th>Last day to withdraw with a W</th>
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<tbody>
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WELCOME TO CSU-GLOBAL

Colorado State University-Global Campus
CSUGlobal.edu

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Last day to drop a class with full refund
Approximate F.A. disbursement
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FALL TRIMESTER

WINTER TRIMESTER

SPRING TRIMESTER

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   78 | Courses
79 | Master of Information Technology Management
   79 | Program Learning Outcomes
   79 | Courses
79 | Master of International Management
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“CSU-Global allowed me to fit classwork into my already busy schedule. I attribute my success in this program to the flexibility that has been provided. Even though all of the classes are online you truly do still have a connection with professors and other students.”

— Gina Nogare, M.S. in Organizational Leadership Alumnus
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Application Process
Applicants interested in pursuing a degree or Certification of Completion at CSU-Global Campus must submit an application and pay the required application fee to be considered for admission. Applicants must also submit official transcripts from each postsecondary institution they have attended.

Applicant Integrity
Applicants who knowingly submit false information including, but not limited to, forged or altered transcripts will be permanently barred from future admission and/or dismissed from the university. Applicants who breach student conduct standards, whose records indicate disciplinary censure or dismissal, or whose records indicate that they were not in good academic standing at prior institutions may be reviewed by the Admissions Committee and/or denied for admission.

Submitting Official Transcripts to CSU-Global
Students applying for admission to CSU-Global are responsible for submitting official transcripts from prior institutions attended. “Official” refers to both the transcript type and method of delivery. A transcript is considered official if it is printed on official transcript paper and sent directly from the issuing school to CSU-Global in a sealed envelope. Transcripts that have been sent to the student and opened are not considered official.

Some schools participate in electronic transcript exchange; CSU-Global will accept official electronic transcripts from approved service providers. CSU-Global accepts electronic transcripts from Scrip Safe, Clearinghouse, Parchment, and Docufide. The school from which the transcript will be ordered can supply instructions if any of these services are in use.

All other official transcript submission should be mailed to:

CSU-Global Campus
Attn: Enrollment Coordinators
7800 East Orchard Road, Suite 200
Greenwood Village, CO 80111

Technical Requirements
By applying for university admission, students are acknowledging that they meet the minimum technical requirements to complete coursework in the 100% online learning environment of CSU-Global Campus including suitable access to a computer with internet connectivity.

Standard Admission

Undergraduate Students
An offer of admissions may be granted to high school graduates (or GED equivalent) who have completed more than 12 transferable semester hours of credit from a regionally accredited college or university. Students with less than 30 semester hours of credit will be required to complete general education coursework before starting their major program.

An offer of admission will be granted to applicants who have earned an Associate of Arts or an Associate of Science degree from a regionally accredited college or university.

Transfer applicants must be in good standing at the institution last attended and have at least a 2.30 cumulative grade point average. If not, the records will be reviewed and a recommendation on admission will be made by the Admissions Committee.

Applicants who are enrolled at another institution at the time application for admission is submitted to CSU-Global should arrange to have an official transcript sent at the time of application as well as a final transcript sent when the final course at the current institution is completed.

After admission and receipt of official transcripts, evaluations of transferable credit will be completed. Each applicant must disclose all previous college experience on his or her application or be subject to delay of admission, loss of credit, rejection of application, and/or cancellation of enrollment.

Students with less than 30 college credits (from a combination of all sources) must submit their high school transcripts (or equivalent) if they graduated in 2008 or later.

All application materials for applicants who decide not to enroll for the term they applied will be kept on file for one year. Official transcripts will not be relinquished to applicants or students under any circumstances.
First Time, First Year Freshman Students
CSU-Global was granted approval by the State of Colorado and the CSU System Board of Governors to begin to accept adult learners who have no college experience in 2014. CSU-Global has begun to accept small cohorts of students who have little or no academic credit as they build out a comprehensive first time, first year freshman program.

Applicants with fewer than 12 transferable credits (current admission standards) may still be considered for admission based upon the additional guidelines below. Transfer applicants must be in good standing at the institution last attended and have at least a 2.30 cumulative grade point average. If not, the records will be reviewed and a recommendation on admission will be made by the Admissions Committee.

Applicants with transfer credit from the military which contains no GPA, nationally accredited schools or other non-traditional sources of transfer credit will also be submitted to the Admissions Committee for review.

Students With Fewer Than 12 Transferable Credits
Degree seeking undergraduate students with fewer than 12 transferable credits (current admission standards) are subject to further requirements and considerations depending upon their age at the time of admission. To be considered for admission, all first-time applicants are required to prepare and submit:

- a resume outlining their professional experience of two years or more
- a Statement of Purpose
- complete an online assessment, SmarterMeasure in order to understand where they student is in technical skills, life factors and other factors that may impede success.
- an official high school transcript or GED transcript
- official scores from a state-approved assessment of college-readiness such as the ACT or SAT.

CSU-Global Campus grants admission to First-Time students based on the approved CCHE Admissions Index for moderately selective institutions, with the minimum index score being an 86 for admission to the university.

In reference to the SAT Scores; the scores considered for the Admission Eligibility Index is based on the combined scores of critical reading and math. The writing component is elective.

HEAR Requirements: CSU-Global will check the applicant’s high school transcripts or equivalent to ensure the student met the state requirements of HEAR.

Students 23 Years of Age or Older
Students with fewer than 12 transferable credits who are at least 23 years of age at the time of admission are eligible for admission with First-Time status, if they have at least two years of work or military experience.

Students Under 23 Years of Age
Students with fewer than 12 transferable credits who are also under 23 years of age at the time of admission will be considered based upon their state of residency.

- Colorado Residents: Student is not eligible for admission to degree-seeking program. Student is, however, eligible for admission to SuccessReady, as well as non-degree-seeking programs.
- Not Colorado Residents: Student is eligible for the university with First-Time status, pending completion of a state-approved assessment of college readiness (such as ACT, SAT, Accuplacer, Compass, and so on).

First-Time Status
Students who meet the criteria for admission with a First-Time status have the following restrictions on enrollment:

- Students in First-Time status will only be able to take three credits per term during their first trimester and they are required to complete the following four courses in the listed order before enrolling in other courses:
  - ORG100: Navigating Organizations and Change
  - ENG101: Composition I
  - HUM101: Critical Reasoning
  - ENG102: Composition II
- After the first trimester, students in First-Time status cannot take more than 12 credits within a trimester
- Students in First-Time status cannot register in overlap courses
ADMISSIONS POLICIES

- Students in First-Time status cannot enroll in 300 or 400 level coursework.
- Students will not be allowed to self-register but will work with a Student Advisor on their course schedule after their first trimester.

Once a student has completed 24 CSU-Global approved credits through a combination of the following methods, he or she will automatically be removed from First-time Status:

- CSU-Global coursework with a grade of “C” or higher
- Competency Based Exams or Prior Learning Assessment with a grade of “S” (Please note: Prior Learning Assessment is only available once a student has completed six credits with CSU-Global)
- External transfer such as CLEP/DSST, ACE approved credit, or credit completed at other institutions with a “C” or higher

Graduate Students
Applicants are eligible for admission into a graduate program if they have earned a bachelor’s degree from a regionally accredited institution. An undergraduate GPA of 3.00 or better (on a 4.00 scale) is preferred. For those applicants with an undergraduate GPA lower than 3.00, a master’s degree (or higher) GPA of 3.00 (on a 4.00 scale) can also be used for admission.

Applicants must submit official transcripts from each post-secondary institution attended. Applicants with a GPA below 3.00 are encouraged to apply since many factors are considered in the admission decision.

Conditional Admission
Applicants who have submitted copies of unofficial transcripts from all prior institutions may be admitted conditionally upon recommendation of the Admissions Committee or its designee. The unofficial transcripts must demonstrate the applicant is qualified for admission (pending receipt of official transcripts).

Students admitted conditionally cannot begin courses in their first term until all official transcripts are on file with the university. If all official transcripts are not on file by the start of the term, the student will need to postpone to a later start date.

The student will be notified that he/she has achieved full admit status once all official transcripts have been received.

Provisional Admission
If the applicant does not qualify for standard admission, CSU-Global Campus may admit an applicant under provisional status if recommended by the Admissions Committee.

CSU-Global reserves the right to access and review academic history as deemed relevant. Applicants seeking admission under a provisional status must also submit a formal, written “statement of purpose” with:

- A summary of professional, personal, and educational goals
- A statement presenting concrete plans for accomplishing academic goals at CSU-Global
- A statement indicating how learning will contribute to the student’s long-term goals
- A statement regarding the factors that negatively impacted prior academic history
- Reasons for wanting to study at CSU-Global
- A detailed resume that includes all collegiate work, professional employment, special skills or competencies, publications, exhibitions, prizes, awards, and service activities
- A completed SmarterMeasure assessment completed online to assess readiness.

Students admitted provisionally cannot register for courses until all official transcripts are on file with the university. The applicant will be notified of any additional conditions or coursework beyond the standard degree requirement prior to enrollment and may be limited to enrollment of one course during their first term.

Students who fail to meet the conditions of their provisional admission status may be denied admission and administratively withdrawn. Students who are denied admission may appeal the decision after 6 months by completing the “ Provisional Admissions Denial Appeal” form. All outstanding student account balances must be paid in full and all official transcripts must be on file prior to con-
ADMISSIONS POLICIES

Consideration of the appeal by the Student Appeals Committee.

If a re-entry appeal is approved, financial aid eligibility is reviewed on a case-by-case basis to determine if a student would qualify to receive federal student loans.

Provisional Requirements for Undergraduate Students

Undergraduate students may be considered for provisional admission if there are positive indicators of success through review of additional documentation (e.g., non-accredited coursework completed, relevant professional experience, or outstanding professional achievement). Provisionally admitted undergraduate students must complete at least six (6) credits and meet satisfactory academic progress standards after their first two trimesters at CSU-Global. For provisional review, completion rates are calculated without the inclusion of transfer credit. When the conditions are met, the student will be notified that he/she has achieved full admissions status.

Provisional Requirements for Graduate Students

Graduate students may be considered for provisional admission if there are positive indicators of graduate success through review of additional documentation (e.g., high GRE or GMAT scores, undergraduate performance in upper division courses, relevant professional experience, or outstanding professional achievement). Graduate applicants who do not meet standard admissions requirements or who have content-area deficiencies may be required to complete RES500 Fundamentals of Quantitative Analysis or RES501 Fundamentals of Research and Writing as part of their degree requirements. These courses prepare students to successfully meet the learning objectives of their degree program.

Provisionally admitted graduate students must complete at least six (6) credits and meet satisfactory academic progress standards after their first two trimesters at CSU-Global. For provisional review, completion rates are calculated without the inclusion of transfer credit. When the conditions are met, the student will be notified that he/she has achieved full admissions status.

Non-Degree Seeking

Non-degree seeking (NDS) status is designed for students who wish to complete a Certificate of Completion, those who do not intend to become degree seeking, or those who do not currently meet degree-seeking requirements. Non-degree seeking students are not eligible for financial aid and are subject to the same institutional requirements as degree seeking students.

Applicants must submit an application for non-degree seeking status in order to be admitted. Students who take courses in NDS status may later apply for a degree program if they meet the minimum requirements for admission. Applications for degree seeking status will only be accepted for the next available term after the admissions criteria have been met.

Non-degree seeking students who fail to meet Satisfactory Academic Progress standards or fail to pay student account balances as required may be administratively withdrawn.

Undergraduate Students

Undergraduate students may complete up to 15 credit hours, but attempt no more than 22 credit hours at CSU-Global in non-degree seeking status. Prior to the completion of the 15 credit hours, NDS students must apply for admission to a degree program or submit the “Lifelong Learner Acknowledgment” form if they wish to continue to take courses in non-degree seeking status.

To be eligible for admission to an undergraduate degree program, NDS students must:

- Meet all current admission criteria for degree seeking status including minimum GPA, credit requirements, and proof high school graduation.
- Have all official transcripts on file with the university.
- Meet Satisfactory Academic Progress standards, cumulative GPA of 2.0 and 66.66% completion rate.
- Have all outstanding account balances paid in full.
- Students with less than 30 college credits (from a combination of all sources) must submit their high school transcripts (or equivalent) if they graduated in 2008 or later.
- Non-degree seeking students pursuing a Certificate of Completion cannot complete all requirements through CSU-Global’s Credit by Exam (CBE) program.

Graduate Students

Graduate students may complete up to 12 credit hours, but attempt no more than 18 credit hours at CSU-Global in
non-degree seeking status. Prior to the completion of the 12 credit hours, NDS students must apply for admission to a degree program or submit the “Lifelong Learner Acknowledgment” form if they wish to continue to take courses in non-degree seeking status.

To be eligible for admission to a graduate degree program, NDS students must:

- Meet all current admission criteria for degree seeking status including minimum undergraduate GPA requirements and completion of a regionally accredited bachelor’s degree.
- Meet Satisfactory Academic Progress standards at CSU-Global Campus, cumulative GPA of 3.0 and 66.66% completion rate.
- Have all outstanding account balances paid in full
- Have official transcripts on file with proof of Bachelor’s degree
- Non-degree seeking students pursuing a Certificate of Completion cannot complete all requirements through CSU-Global’s Credit by Exam (CBE) program.

Lifelong Learners

Student may request to enroll at CSU-Global as Lifelong Learners to take courses for personal or professional enrichment rather than for degree-seeking purposes. As a non-degree seeking status, students are not required to submit official transcripts prior to enrolling in courses. Students enrolled as Lifelong Learners are not eligible for financial aid and are subject to the same institutional requirements as degree seeking students.

Lifelong Learners may apply to become degree seeking if all admissions and degree requirements for their degree program of interest are met. No more than 15 undergraduate credits or 12 graduate credits earned in a non-degree seeking status may be applied towards graduation and degree requirements. All courses taken at CSU-Global will calculate towards the cumulative GPA. Duplicative credit will not be accepted in transfer by CSU-Global.

International Applicants

International applicants are defined as individuals who completed their prior education at a foreign institution. Please note that CSU-Global is not a Student and Exchange Visitor Program (SEVP) certified school and does not participate in the issuing or recertification of student visas.

Many countries regulate the recognition of foreign degrees and credentials. Some countries do not officially recognize online degrees awarded by foreign colleges or universities. CSU-Global strives to monitor regulatory requirements related to international authorization. However, it is the responsibility of the student to ensure that a degree awarded by CSU-Global will be recognized by a foreign country for the purpose of employment or enrollment in other educational programs.

Undergraduate Students

Undergraduate applicants who have not graduated from a high school located in the United States or in one of the English-speaking countries listed on the One World Nations website (http://www.nationsonline.org/oneworld/countries_by_languages.htm) must demonstrate an appropriate level of English language proficiency to be eligible for admission by submitting one of the following:

- The Internet-based or paper-based version of the Test of English as a Foreign Language (TOEFL). A minimum score of 60 on the Internet exam, 173 on the computer exam, or 500 on the paper exam is required for admittance.
- The International English Language Testing System (IELTS), including the academic writing and academic reading modules. A minimum score of 5.0 is required for admittance.
- An official transcript indicating completion of an Associate of Arts or an Associate of Science degree from a regionally-accredited U.S. college or university.
- An official transcript indicating a grade of C or higher (2.00 on a 4.00 scale) in an English composition course from a regionally-accredited U.S. college or university. The course must be equivalent to U.S. college composition and the class must have been completed within the last two (2) years.
- An official transcript indicating the applicant has passed the U.S. General Education Development (GED) test within the last five (5) years.

All scores or transcripts must be sent directly to CSU-Global directly from the issuing organization. Photocopied,
faxed, emailed, or unofficial documents will not be accepted.

**Graduate Students**

Graduate applicants who have earned a bachelor’s degree at a non-U.S. institution must have their transcripts reviewed by an approved evaluation service in order to be considered for admission. Official transcript evaluations must be sent directly from the evaluation service to CSU-Global. Approved evaluation services are listed at [http://www.naces.org/](http://www.naces.org/). Transcripts evaluated by AACRAO ([http://www.aacrao.org](http://www.aacrao.org)) are also accepted. As a minimum, the evaluation must indicate equivalency to the completion of a bachelor's degree from a regionally-accredited university and include cumulative GPA.

Graduate applicants who have not completed an undergraduate degree from a regionally accredited institution located in the United States or in one of the English speaking countries listed on the One World Nations website ([http://www.nationsonline.org/oneworld/countries_by_languages.htm](http://www.nationsonline.org/oneworld/countries_by_languages.htm)) must also demonstrate an appropriate level of English language proficiency. These students must submit one of the following to be eligible for admission:

- The internet-based or paper-based version of the Test of English as a Foreign Language (TOEFL). A minimum score of 60 on the Internet exam, 173 on the computer exam, or 500 on the paper exam is required for admittance.

- The International English Language Testing System (IELTS), including the academic writing and academic reading modules. A minimum score of 5.0 is required for admittance.

- An official transcript indicating completion of an Associate of Arts or an Associate of Science degree from a regionally-accredited U.S. college or university.

- An official transcript indicating a grade of C or higher (2.00 on a 4.00 scale) in an English composition course from a regionally-accredited U.S. college or university. The course must be equivalent to U.S college composition and the class must have been completed within the last (2) years.

- An official transcript indicating the applicant has passed the U.S. General Education Development (GED) test within the last five (5) years.

- An official transcript showing completion of a bacca laureate or master’s level credential from a regionally-accredited U.S. institution with an overall GPA of 3.50 (on a 4.00 scale) or higher.

All scores or transcripts must be sent directly to CSU-Global directly from the issuing organization. Photocopied, faxed, emailed, or unofficial documents will not be accepted.

**Returning Students**

Students who have been enrolled at CSU-Global and received a grade notation in a course but whose attendance was interrupted for one (1) year are required to apply for re-admission to the university. Students will not be considered for re-admission unless all account balances have been paid.

Students re-admitted after an absence of one (1) year are governed by the policies, courses, and catalog in effect at the time of re-admission. Degree-seeking students who attended other institutions must provide official transcripts.

**Undergraduate Students**

Undergraduate students whose previous CSU-Global work resulted in a cumulative GPA below 2.00 must also provide a written statement detailing the previous academic difficulties, the student’s plans to overcome these difficulties, and any other pertinent information to assist the admissions committee in making a decision.

**Graduate Students**

Graduate students whose previous CSU-Global work resulted in a cumulative grade point average below 3.00 must also provide a written statement detailing the previous academic difficulties, the student’s plans to overcome these difficulties, and other pertinent information to assist the admissions committee in making a decision.

**Academic Renewal**

Undergraduate students with a cumulative CSU-Global grade point average below 2.00 who request to re-enroll at CSU-Global after an absence of at least three (3) years may be eligible for academic renewal. Students approved for academic renewal will not have their grade point averages carried forward upon re-admission. Prior course credit with an earned grade of C- or higher might be eligible to count towards degree requirements in effect at the time of re-entry. All grades for coursework completed at CSU-Global appear on the student’s official transcript.
Students who attended another Colorado State University System institution (CSU-Fort Collins or CSU-Pueblo) and apply for admission to CSU-Global after an absence of at least three (3) years from their initial CSUS school are also eligible for academic renewal. CSU-Global will accept students as eligible for academic renewal if they earned 13 or more credits from a CSU System institution even if their cumulative grade point average was below 2.00. Only courses with an earned grade equivalent to C- or higher will be accepted in transfer towards the degree requirements.

Students approved for academic renewal will be required to complete at least 30 additional hours of GPA-applicable credit at CSU-Global following re-admission. Some students may need to complete more than this amount to fulfill degree requirements. Students approved for academic renewal are not eligible for graduation honors.

Double Major

Undergraduate Students
CSU-Global does not offer the option of a double major for undergraduate students. Students interested in continuing baccalaureate-level education following the completion of their undergraduate degree may wish to consider a second baccalaureate degree.

Graduate Students
CSU-Global does not offer double majors for graduate degrees. Additional majors or specializations will not be awarded or posted to a transcript once the master’s degree has been granted. However, prior to graduation, students may select a second specialization, provided that there is no course overlap; the second specialization will be listed on the transcript if all coursework is completed prior to degree conferral.

CSU-Global also offers a dual degree option for specific graduate degree programs.

CSU-Global Graduation Upgrade
Baccalaureate-seeking seniors who have been reviewed and received initial approval to graduate from CSU-Global may apply for admission into a CSU-Global graduate degree program. Graduate Admission policies apply. Students who successfully complete all required undergraduate coursework prior to end of the trimester may be allowed to begin their graduate program earlier; these students should speak with their advisor for additional information and restrictions. Graduate level courses (500-level) cannot be used to satisfy both baccalaureate and graduate degree requirements. CSU-Global recommends that students take a break in study of at least one (1) eight-week term prior to pursuing further studies. Tuition guarantee applies only for the current program. Students who complete their program and return for additional courses or degree programs should consult an advisor for more information about tuition rates.

Alumni Admissions Process
Students who have earned a degree from CSU-Global and wish to return for a second degree should email Advising@CSUGlobal.edu or contact their advisor for more information about the alumni admission procedure. The application fee is waived for graduates. Baccalaureate graduation candidates seeking to transition into a graduate program should review the CSU-Global Graduation Upgrade section. Courses cannot be used to satisfy more than one baccalaureate or graduate degree requirement.

Tuition guarantee applies only for the current program. Students who complete their program and return for additional courses or degree programs should consult an advisor for more information about alumni tuition.

Second Bachelor’s Degree
Students may pursue a second baccalaureate degree in a different major area than earned in their first baccalaureate degree. Minimum requirements require satisfying all major and prerequisite requirements for the second degree, which includes the completion of at least 30 additional semester hours of credit at CSU-Global with a minimum cumulative grade point average of 2.00.

Due to course overlap, not all programs are available; interested students should contact their advisor for more information. When applying for admission, the degree program selected may require approval from the Provost or his/her designee if a significant content overlap between the two programs is discovered. The general education and institutional requirements are considered complete if the student has earned a baccalaureate degree from a regionally accredited college or university.

Students who completed their first baccalaureate degree with CSU-Global are eligible for Alumni Admission.
Second Master’s Degree
Following degree conferral, students who are interested in a second master’s degree should consult with their advisor for more information about the alumni admission procedure. The application fee is waived for CSU-Global alumni. Due to course overlap, not all programs are available for this option. Courses cannot be used to satisfy more than one baccalaureate or graduate degree requirement, and a prior graduate degree earned will not reduce the amount of credit required for a graduate level program. Tuition guarantee applies only for the current program. Students who complete their program and return at a later time should consult an advisor about alumni tuition rates.

Appeal of Admissions Decision
Applicants who have been denied admission and feel that the Admissions Committee did not give full consideration to all factors regarding their qualifications may petition the Provost for reconsideration of the admissions decision. Along with a written appeal, applicants must provide further information demonstrating their capacity for successful degree completion by emailing Provost@CSUGlobal.edu. Admissions appeals must be received within three weeks of the admission denial notification. The decision of the Provost is final.

State-Specific Authorizations
As a regionally accredited public university that participates in federal financial aid programs, CSU-Global works to ensure that it provides students with accurate and complete regulatory information. This includes documenting compliance with the state laws in any states where educational programming is offered as required by the U.S. Department of Education’s Program Integrity Rules.

Not all states require state specific authorizations, and the activities that require authorization vary from state to state. Please direct any questions related to state authorizations to State.Authorizations@CSUGlobal.edu.

NC-SARA. CSU-Global is a participating member in SARA. The State Authorization Reciprocity Agreement (SARA) is an agreement among member states, districts, and territories that establishes comparable national standards for interstate offering of postsecondary distance education courses and programs. SARA is overseen by the National Council for State Authorization Reciprocity Agreements (NC-SARA) and administered by four regional education compacts. For the State of Colorado, this is the Western Interstate Commission for Higher Education (WICHE).

Once a state has joined SARA, and then subsequently approves a school or college as a participating institution, a university may offer distance education to students residing in SARA participating states. Approved institutions will have no restrictions on advertising, marketing, program offerings, and with minimal restrictions on clinical practice and internships (no greater than ten students at one location).

For a list of Colorado approved institutions see: http://nc-sara.org/states/co

For a list of currently approved institutions and participating states see: http://nc-sara.org/sara-states-institutions.

Internships and Practica. Some states have restrictions regarding internships, student teaching, and practica, and as such, these opportunities may not be available in all states. Please see the following page for a list these of states: https://csuglobal.edu/about/who-we-are/accreditation/state-specific-authorizations

State Contact Information for Grievances
Students who have not reached a satisfactory resolution upon completion of the institutional grievance process may file a complaint with the appropriate state agency. Please visit the following page for a complete list of state contacts: https://csuglobal.edu/about/who-we-are/accreditation/state-specific-authorizations
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TRANSFER CREDIT POLICIES

“My student experience here has been unforgettable. The teachers have been willing to work with me through all of my struggles. My advisors have been responsive and outstanding in answering any and all of my questions.”

— Maryann Roth, M.S. in Management Student
TRANSFER CREDIT POLICIES

Credit will be reviewed for transfer to CSU-Global upon submission of official transcripts.

Undergraduate Transfer Information
CSU-Global’s Prior Learning Assessment (PLA) and Competency Based Exam (CBE) credits do not count toward the 30 semester hours of resident credit.

Collegiate Credit
Credit is accepted by CSU-Global from regionally accredited institutions. To be considered in transfer, non-remedial prior college credit must have been completed with a grade equivalent to C- or higher. Credit will be reviewed for transfer to CSU-Global upon submission of official transcripts.

Transfer grades and credits are not computed within the cumulative grade point average earned at CSU-Global.

When transferring coursework that is transcribed in quarter hours, CSU-Global will convert this to semester hours of credit. Earned credit for each course will be multiplied by 0.667.

Time Limitation of Credit Transfer
College credit earned 10 or more years prior to the date of admission cannot be applied towards major or specialization requirements. However, it may be applied towards the fulfillment of many general education requirements and electives. To ensure student success, the general education areas of written communication and math may not always be fulfilled with credit earned 10 or more years prior to the date of admission; students may be required to take a current written communication and/or math course.

Credit from Other CSU System Campuses
C.R.S. § 23-5-122, “Intra-institutional and intra-system transfers”: On or before October 1, 1993, the governing board of every state-supported institution of higher education shall have in place and enforce policies regarding transfers by students between undergraduate degree programs which are offered within the same institution or within the same institutional system. Such policies shall include, but not be limited to, the following provisions:

- If, not more than 10 years prior to transferring into an undergraduate degree program, a student earns credit hours which are required for graduation from such undergraduate degree program, such credit hours shall apply to the completion of such student’s graduation requirements from such undergraduate degree program following such transfer;

- A student who transfers into an undergraduate degree program shall not be required to complete a greater number of credit hours in those courses which are required for graduation from such undergraduate degree program than are required of students who began in such undergraduate degree program, nor shall there be any minimum number of credit hours required post-transfer other than the normal degree requirements for non-transferring students; and

- The grade point average which is required for a student to apply and be fully considered for transfer into an undergraduate degree program shall be no higher than that which is required for graduation from such undergraduate degree program.

Two-Year Institutions
CSU-Global accepts a maximum of 64 semester hours of credit from community or junior colleges.

Associate Degree Information
Students who have completed an A.A. or A.S. degree from a Colorado Community College System institution, including gtPathways general education curriculum with a C- or better, will transfer with junior standing. Students who have completed an A.A.S. degree from a Colorado Community College will be subject to a transfer credit evaluation of credit and the amount of transfer credit will vary (unless coming from an approved articulation agreement).

Students who have completed an A.A., A.S., A.A.S., or A.G.S. from a Community College outside of the Colorado Community College System will be subject to a course evaluation and the amount of transfer credit will vary.

Co-Operative Education and Internships
CSU-Global Campus accepts a maximum of 12 credits of co-op, internship, externship, or practicum.

National Accreditation
Credit from an institution without regional accreditation will be reviewed for transfer. Institutions must be accredited by an organization recognized by the U.S. Department of Education unless otherwise approved by the Dean or
Dean’s designee. Acceptance of credit to be applied toward a major requirement will be determined by faculty.

Students who have all or a majority (more than 50%) of their cumulative credits submitted from a nationally accredited institution are required to apply for provisional admittance.

International Credit
CSU-Global may accept credit that has been earned at non-U.S. institutions if the coursework is consistent in level and content with courses offered at regionally accredited U.S. institutions. Transcripts must be reviewed by an approved evaluation service in order to be considered for transfer. Official transcript evaluations must be sent directly from the evaluation service to CSU-Global. Approved evaluation services are listed at http://www.naces.org/. Transcripts evaluated by AACRAO (http://www.aacrao.org) are also accepted. A course-by-course evaluation is required and must demonstrate a U.S. equivalent to the institution, the degree type, and cumulative GPA.

Alternative Credit Options
CSU-Global makes every effort to provide students with opportunities to earn academic credits that contribute toward supporting student learning and accelerate degree-completion. Alternative credit options allow adult learners to demonstrate competency-through a combination of knowledge, prior experiences, and independent learning-in order to decrease cost and time when earning a degree.

CSU-Global Competency Based Exams (CBEs)
Students have the option of earning course credits for specific content areas through the completion of a proctored exam. All exams are developed by university faculty members and are proctored through an independent organization. Competency Based Exams (CBEs) are intended to measure a pre-existing knowledge base and are not designed for students to teach themselves content sufficient to earn credit. Each three-credit proctored exam costs a non-refundable $250 and can be attempted twice within a 12-month period for no additional cost. Students are allowed a total of two attempts per CBE. If a student does not pass the exam after two attempts, the course must be taken. A one-credit proctored exam costs $150 and can also be attempted twice. Students who complete the exam with a score of 70% or higher will receive undergraduate college credits.

All students must complete the proctored exam online via the proctoring service, using a webcam (no equipment will be provided) and cannot utilize an in-person testing location at this time. These non-resident credits may be applied toward an undergraduate degree at CSU-Global. Transferability to other institutions is at the discretion of the receiving institutions and students are advised to submit the CBE Study Guide to their intended transfer institutions, if applicable, prior to investing in a CBE. CBE exam credit is not approved for Colorado gtPathway guaranteed transfer, as CBEs are not considered resident credit, and CBE credit courses are marked on the transcript with an “EX” suffix (i.e., SOCI01EX Introduction to Sociology).

The following courses are available by CBE:

**Accounting**
- ACT300EX: Principles of Accounting I
- ACT301EX: Financial Accounting
- ACT305EX: Managerial Accounting
- ACT325EX: Principles of Accounting II
- ACT350EX: Intermediate Accounting I
- ACT360EX: Intermediate Accounting II
- ACT405EX: Federal Individual Taxation
- ACT410EX: Government and Nonprofit Accounting
- ACT415EX: Business Taxation
- ACT425EX: Information Systems for Accounting
- ACT450EX: Auditing
- ACT460EX: Cost Accounting
- ACT470EX: Advanced Accounting

* Accounting CBEs may not be accepted by the South Carolina Board of Accountancy toward licensure in South Carolina. Please verify acceptance of CBEs toward licensure with your state board prior to registration.

**Communication**
- COM300EX: Effective Communication: Research and Writing
- COM301EX: Research and Writing for the Communication Professional
- COM305EX: Communication in the Global Information Age
- COM310EX: Interpersonal Communication
- COM315EX: Intercultural Communication
- COM325EX: Mass Communication and Society
- COM335EX: Foundations of Strategic Communication
- COM400EX: Strategic Communication
- COM425EX: Communication Conflict and Persuasion
- COM455EX: Technical Communication

**Criminal Justice and Law Enforcement Administration**
- CRJ300EX: Introduction to Criminal Justice
TRANSFER CREDIT POLICIES

CRJ310EX: Law Enforcement and American Policing  
CRJ320EX: Juvenile Justice  
CRJ325EX: Introduction to Forensic Psychology  
CRJ426EX: Investigative and Forensic Interviewing  
CRJ335EX: Laws of Evidence  
CRJ336EX: Criminal Investigations  
CRJ420EX: Criminal Justice and the Constitution  
CRJ450EX: Investigative Forensic Photography  
CRJ470EX: Race, Class, and Crime  
PBS400EX: Fundamentals of Law  
PBS430EX: Fundamentals of Penology  
PBS431EX: Victimization

Emergency Management  
EMG300EX: Foundations of Emergency Management  
EMG375EX: Disaster Response  
EMG400EX: Disaster Recovery  
EMG450EX: Comprehensive Emergency Planning

Finance  
FIN400EX: Analyzing Financial Statements

General Education  
BIO121EX: Environmental Conservation  
ECN310EX: Microeconomic Principles  
ECN410EX: Comparative Economics and Global Business  
ECN405EX: Management in the Global Economy  
ENG130EX: Introduction to Literature  
GEO101EX: Earth Science  
HST201EX: U.S. History I  
HST202EX: U.S. History II  
HST300EX: U.S. History from 1945 to the Present  
HUM101EX: Critical Reasoning  
POL101EX: Introduction to Political Science  
SOC101EX: Introduction to Sociology

Healthcare Administration and Management  
HCM310EX: Introduction to the U.S. Healthcare System  
HCM320EX: Introduction to Health Policy  
HCM370EX: Quality and Risk Management in Healthcare  
HCM420EX: Ethical Decisions in Healthcare Management  
HCM340EX: Health Law  
HCM375EX: The Economics of Healthcare  
HCM400EX: Managed Care and Health Insurance  
HCM410EX: Healthcare Operations Management  
HCM460EX: Introduction to Healthcare Strategy

Human Resources  
HRM400EX: Human Resources Development and Management  
HRM425EX: Managing and Leading Team Dynamics  
HRM450EX: Employment Law, Compensation, and Policy  
HRM455EX: Training and Staff Development  
HRM460EX: Organizational Development  
HRM470EX: Human Resource Management in a Global World

Human Services  
HSM300EX: Introduction to Human Services  
HSM320EX: Human Development  
HSM350EX: Intervention Methods in Human Services  
HSM400EX: Crisis Intervention  
HSM405EX: Case Management in Human Services  
HSM420EX: Legal and Ethical Issues in Human Services  
HSM450EX: Human Services Administration

Information Technology  
ITS320EX: Basic Programming  
ITS400EX: Information Technology Project Management  
ITS405EX: Intermediate Networking  
ITS410EX: Database Management  
ITS415EX: Principles of Cyber Security  
ITS420EX: Advanced Networking Systems  
ITS425EX: Ethical Hacking and Penetration Testing  
ITS455EX: Digital Forensics and Investigations  
ITS460EX: Information Security Legal and Ethical Issues

Management  
ECN400EX: Managerial Economics  
MGT300EX: Principles of Management  
MGT302EX: Modern Organizational Theory  
MGT315EX: Business Law  
MGT320EX: The Legal and Ethical Environment of Business  
MGT350EX: Business Policy and Strategy  
MGT351EX: Organizational Innovation and Change  
MGT410EX: Project Management  
MGT451EX: Business Policy Development and Implementation  
MGT470EX: Conflict Management and Negotiation  
MGT475EX: Strategic Innovation and Ideas  
MTH410EX: Quantitative Business Analysis  
OPS404EX: Leadership in Operations Management  
SMB300EX: Introduction to Small Business/Entrepreneurial Organizations  
SMB350EX: Funding Sources for Small Business/Entrepreneurial Organizations  
SMB400EX: Managing a Small Business/Entrepreneurial Organization
Management Information Systems
MIS300EX: Information Systems Design and Management
MIS350EX: Information Systems Analysis and Design
MIS440EX: Cloud Computing and Big Data

Marketing
MKG310EX: Introduction to Marketing
MKG330EX: Consumer Behavior
MKG350EX: Promotion and Public Relations
MKG360EX: Personal Selling and Sales Management
MKG400EX: International and Multi-Cultural Marketing
MKG410EX: Retail Marketing/Management
MKG420EX: Digital Marketing
MKG425EX: Marketing Strategy for Small Business
MKG440EX: Strategic Marketing
MKG470EX: Market Research

Operations Management
OPS400EX: Operations Management
OPS402EX: Financial Performance in Operations Management
OPS405EX: Managing the Supply Chain

Organizational Leadership
ORG303EX: Applied Organizational Psychology
ORG304EX: Leading Authentically
ORG305EX: Entrepreneurship in the Global Age
ORG307EX: Communicating and Relationships in Negotiating
ORG405EX: Principles and Practices of Effective Leadership
ORG423EX: Communication Strategies for Leaders

Project Management
PJM350EX: Construction Project Management
PJM400EX: Project Procurement and Contract Management
PJM410EX: Assessing and Managing Risk
PJM440EX: Total Quality Management

Public Management
PMG300EX: Public Administration
PMG320EX: Public Policy and Strategy

Sociology
SOC300EX: Working in Modern Society
SOC310EX: Race, Gender, and Ethnic Relations in the U.S.
SOC460EX: Community Development

Prior Learning Assessment (PLA)
Prior Learning Assessment (PLA) allows bachelor’s level, degree-seeking CSU-Global students to demonstrate their prior professional experience to receive credit based on course-equivalent learning.

The Prior Learning Assessment Program consists of three parts:

1. PLA Application
   The student will submit the application for PLA and CSU-Global will internally review eligibility requirements and all necessary documentation.

2. PLA Orientation
   The PLA Orientation teaches students how to compile Portfolio Projects within CSU-Global review guidelines and how to document experiential learning for review purposes. No Portfolio Projects will be reviewed until successful completion of the PLA Orientation.

3. Portfolio Project Submission
   Students shall create Portfolio Projects to university standards and document their prior professional experiential learning as it relates to the targeted course(s). If work experience does not reflect course content and objectives, the student may be denied. There is no guarantee of earned credit for Portfolio Projects submitted for review. Portfolio Projects will be submitted through the PLA Support Center (PLA001). This no-fee, non-credit course is for students who have successfully completed the PLA Orientation. It is a platform for students to receive guidance and submit PLA Portfolio Projects that will be graded for credit.

Eligibility
In order to be eligible for the PLA program, students must:

- Be fully admitted and seeking a bachelor’s degree.
- Be in Good Academic Standing.
- Have completed at least two courses totaling six credit hours at CSU-Global, with grades of B or higher.
- Have a cumulative GPA of 3.00 or higher.
- Not have already attempted or received a grade for the targeted course(s).
TRANSFER CREDIT POLICIES

• Have at least three years of experience in field related to the targeted course(s).

• Have submitted a complete application (see below).

Potential Target Courses
Any undergraduate course may be targeted for a PLA with the exception of ORG300, ORG100, capstone courses, courses with specific technological requirements, internship courses, and courses considered to be general education.

A total of 10 courses (30 credits) can be earned in any combination of the following areas:

• Up to five 3-credit courses in major degree requirements (no more than 50% of total required major courses)

• Up to three 3-credit courses in specialization degree requirements

• Up to ten 3-credit courses in elective degree requirements

Additional restrictions are as follows:

• Only upper division bachelor’s level CSU-Global courses are eligible for the PLA option. Students targeting lower division coursework are advised to review other options, such as Competency Based Exams, CLEP, DSST and Straighterline.

• Students may not seek PLA credit for a course in which credit was accepted in transfer.

• Developmental, remedial, or self-help courses do not qualify as experiential knowledge.

• The learning experience integrated into the Portfolio Project must have taken place following the student's graduation from high school.

• Credits earned through Portfolio Project reviews are applied as transfer credit

• Credits earned through PLA do not meet eligibility for Federal Financial Aid qualification. Credit earned through Portfolio Project review is not term-specific, and therefore may or may not be transcribed on a student’s transcript within a given term.

• Credit awarded based on Portfolio Project review does not qualify a student for loan deferment.

• Submission of a Portfolio Project is independent of continuous enrollment guidelines.

• Credits earned through PLA are not guaranteed to transfer to another institution.

• Students are urged to complete their Portfolio Projects within six months from when permission is granted as course content is updated regularly.

Applying
To apply for a PLA, contact your student advisor.

A complete application includes: the application form, responses to the questions on the application, and a resume.

The completed application will be processed within three business days of submission.

Submitting Portfolio Projects
All Portfolio Projects must be submitted with ample time for review. The latest a Portfolio Project can be submitted is the second-to-last term prior to anticipated graduation. If a portfolio must be submitted in the term the student intends to graduate, the PLA Advisor should be contacted as quickly as possible.

Grading of Portfolio Submission
If the student receives a grade of at least 70% (C), he or she will pass with a grade of “S” (Satisfactory). All credit earned through Portfolio review will be listed on the CSU-Global transcript and noted with a grade of “TR” (Transfer Credit). Credit earned is listed on the transcript as transfer credit and will not affect the student’s GPA.

The non-refundable $150 Portfolio Project review fee must be paid before each submission will be graded.

If the student receives a grade of at least 70% (C), he or she will pass with a grade of “S” (Satisfactory). All credit earned through Portfolio review will be listed on the CSU-Global transcript and noted with a grade of “S.” Credit earned is listed on the transcript as transfer credit and will not affect the student’s GPA.

In the instance of a failing score (“U”), the Portfolio Project may be resubmitted one time per targeted course for fac-
Transfer Credit Policies

Colorado State University-Global Campus
CSUGlobal.edu

Additional PLA Reviews
Portfolio Projects may be submitted at any time via the PLA Support Center once a targeted course has been approved and the student has successfully completed the orientation.

Students must submit one PLA Program Application per course targeted and may be approved to target up to 10 courses. A student may seek approval to submit a Portfolio Project for a course for which he or she did not initially apply at a later date. In order to do this, the student must contact their Student Advisor and complete an additional PLA Program Application.

Non-Traditional Sources of Credit
Additionally, CSU-Global may accept degree-applicable transfer credit from non-traditional sources of credit. These include credit by exams, military credit, and non-collegiate sources of credit. Credit will be reviewed for transfer to CSU-Global upon submission of official transcripts. CSU-Global accepts a maximum of 60 credits from a combination of all non-traditional sources. Note: CSU-Global’s Prior Learning Assessment (PLA) and Competency Based Exam (CBE) credits are not considered non-traditional sources of credit but do count toward the 90 semester hours of accepted transfer credit.

Credit By Exams
Acceptance of credit is based on scores and when the credit was received. Exam credit options include:

Advanced Placement
Students who have taken the Advanced Placement examination and received scores of 3, 4, or 5 will be granted credit. The CSU-Global school code is 6903.

International Baccalaureate Diploma Program
Students who successfully complete the IB program and examination(s) are eligible to receive credit. A score of 4 or better on the IB exam(s) will receive between 3-10 credits in most instances.

CLEP, DSST

CSU-Global will accept credit for test scores that meet established benchmarks for the College Level Examination Program (CLEP) and DANTES Subject Standardized Tests (DSST). Students must submit an official score report showing they earned scores at or above established benchmarks. CSU-Global’s reporting numbers are 3582 for CLEP and 8796 for DSST.

StraighterLine
CSU-Global will accept credit for test scores that meet ACE guideline standards and minimum score requirements on approved examinations. Students must submit an official score report showing they earned scores at or above established benchmarks. Please note that not all tests are accepted and students who are interested should contact their advisor for more information. CSU-Global’s reporting number for StraighterLine is CSUG050.

Military Credit
CSU-Global may accept credits for military service that have been evaluated according to American Council on Education (ACE) Guidelines. Content of credit accepted in transfer may not duplicate coursework previously taken.

Military service credit is evaluated when official copies of transcripts for military schools are received. Courses are evaluated according to the American Council on Education (ACE) Guidelines.

- Army, Navy, Coast Guard, and Marine personnel should submit a Joint Services Transcript. To order a Joint Services transcript, go to https://jst.doded.mil/
- Air Force personnel should submit a Community College of the Air Force transcript. To order a CCAF transcript, go to http://www.au.af.mil/au/ccaf/transcripts.asp. Please note: CCAF is a regionally-accredited institution and is therefore not considered a non-traditional source of credit. CCAF credits will count toward the up to 90 total credits CSU-Global may accept in transfer.

Non-Collegiate Credit
Non-collegiate credit other than exam or military service credit, such as non-collegiate courses, corporate trainings, certifications, professional licenses, etc., may be considered for transfer if:

- It has been evaluated according to American Council on Education (ACE) Guidelines — http://
TRANSFER CREDIT POLICIES

www2.acenet.edu/credit/index.cfm?fuseaction=browse.main;

- It has been reviewed by National College Credit Recommendation Service (CCRS) — http://www.nationalcrs.org/ccrs/; and

- It does not duplicate credit already accepted in transfer.

Non-Acceptance of Credit

Transfer credit will not be accepted for courses that duplicate or significantly overlap each other in content and learning outcomes. Courses which by name, content, or description are developmental, remedial, or preparatory in nature will not be accepted in transfer. This may include courses which have been evaluated by faculty content experts and are found to have learning outcomes that do not match expectations for college level learning.

Credit Evaluation Appeals Process

If a student disputes the evaluation of baccalaureate level credit transfer, the student must file a written appeal with the Office of the Registrar within 14 calendar days of receiving the evaluation. If the student fails to file an appeal within the 14-day period, the decision made in the transfer evaluation will be binding. Within 14 days after receipt of the written appeal, the Office of the Registrar will review the appeal and notify the student in writing, including the rationale, of the decision.

If a student disputes the decision, the student may submit a second appeal to the Office of the Registrar within seven (7) calendar days of receiving the decision. The appeal will be reviewed by the Provost or his/her designee. A final decision will be made within 30 days and the student will be notified in writing, including the rationale, of the decision.

CSU-Global abides by the Colorado statewide guaranteed transfer policies. Undergraduate students wishing to further appeal decisions regarding transfer of credit from Colorado public institutions governed by the statewide guaranteed transfer agreement may review information from the gtPathways website for information regarding additional appeal procedures: http://highered.colorado.gov/academics/transfers/gtpathways/.

Additional limitations on transfer credits may apply. The maximum transfer limit from a combination of all sources is 90 credits.

Acceptance of credit does not necessarily signify that a program will accept the same credit toward major or specialization requirements. Each program evaluates transfer courses to determine applicability to major and specialization requirements.

Graduate Transfer Information

A maximum of nine (9) semester hours of credits from a regionally accredited institution may be transferred and applied to a CSU-Global degree, provided that each transferred course has a grade equivalent to B- or higher and that the credits have not been previously applied to the student’s undergraduate degree or to the student’s previous master’s degree(s).

Credit reviewed for transfer must show a substantial match in course content and learning outcomes to coursework within the CSU-Global Campus master’s degree program.

Time Limitation of Credit Transfer

College credit earned 10 or more years prior to the date of admission cannot be applied towards major or specialization requirements. Graduate students are expected to complete their degree within ten (10) years of admission. Courses completed ten (10) or more years before the date of graduation, either at CSU-Global or at some other institution will not be accepted as satisfying graduation requirements without the approval of the Provost or his/her designee.

International Credit

CSU-Global may accept graduate level credit that has been earned at non-U.S. institutions if the coursework is consistent in level and content with courses offered at regionally accredited U.S. institutions. Transcripts must be reviewed by an approved evaluation service in order to be considered for transfer. Official transcript evaluations must be sent directly from the evaluation service to CSU-Global. Approved evaluation services are listed at http://www.naces.org/. Transcripts evaluated by AACRAO (http://www.aacrao.org) are also accepted. As a minimum, the evaluation must demonstrate a U.S. equivalent to the institution, the degree type, and cumulative GPA.
# Up to 90 Total Credits Can Transfer into a CSU-Global Bachelor's Degree Program

<table>
<thead>
<tr>
<th>Sample Community College Transfer Student</th>
<th>Credits from Community College</th>
<th>58</th>
<th>+</th>
<th>Credits from Exam</th>
<th>18</th>
<th>+</th>
<th>Credits from Other 4-Year Universities</th>
<th>6</th>
<th>+</th>
<th>Credits from CSU-Global</th>
<th>38</th>
<th>=</th>
<th>Total credits required for B.S. degree</th>
<th>120</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSU-Global can accept up to 64 credits from community or junior college. Credits usually transfer as Gen Ed and elective credit.</td>
<td>CSU-Global can accept up to 60 credits from non-traditional source include CLEP, DSST, AP, and StraighterLine exams. Credits usually transfer as Gen Ed and elective credit.</td>
<td>CSU-Global can accept up to 90 credits from regionally accredited four year universities. A transfer evaluation determines if courses apply to degree requirements or electives.</td>
<td>CSU-Global</td>
<td>A minimum of 30 credits must be completed at CSU-Global. All degree and upper division requirements must be met.</td>
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<tr>
<th>Sample Military Transfer Student</th>
<th>Credits from Military</th>
<th>45</th>
<th>+</th>
<th>Credits from Exam</th>
<th>15</th>
<th>+</th>
<th>Credits from Community College</th>
<th>30</th>
<th>+</th>
<th>Credits from CSU-Global</th>
<th>30</th>
<th>=</th>
<th>Total credits required for B.S. degree</th>
<th>120</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSU-Global can accept up to 60 credits from all non-traditional source including military training and experience if reviewed by ACE. Credits usually transfer as Gen Ed and elective credit.</td>
<td>CSU-Global can accept up to 60 credits from all non-traditional source including CLEP, DSST, AP, and StraighterLine exams. The maximum credit accepted is totaled from all non-traditional sources. Credits usually transfer as Gen Ed and elective credit.</td>
<td>CSU-Global can accept up to 64 credits from community or junior college. Mainly apply as GE and elective credit.</td>
<td>CSU-Global</td>
<td>A minimum of 30 credits must be completed at CSU-Global. All degree and upper division requirements must be met.</td>
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<table>
<thead>
<tr>
<th>Sample 4-year College Transfer Student</th>
<th>Credits from Other 4-Year Universities</th>
<th>72</th>
<th>+</th>
<th>Credits from Exam</th>
<th>15</th>
<th>+</th>
<th>Credits from CSU-Global</th>
<th>33</th>
<th>=</th>
<th>Total credits required for B.S. degree</th>
<th>120</th>
</tr>
</thead>
</table>
| CSU-Global can accept up to 90 credits from regionally accredited four year universities. A transfer evaluation determines if courses apply to degree requirements or electives. | CSU-Global can accept up to 60 credits from all non-traditional source including CLEP, DSST, AP, and StraighterLine exams. The maximum credit accepted is totaled from all non-traditional sources. Credits usually transfer as Gen Ed and elective credit. | CSU-Global | A minimum of 30 credits must be completed at CSU-Global. All degree and upper division requirements must be met.
ACADEMIC POLICIES

“I enjoy being part of the learning community and knowing that I am not alone in my journey. The discussion boards are great and I enjoy meeting other students and reading their stories.”

— Fred Vigil, B.S. in Project Management Student
ACADEMIC POLICIES

Students are advised to become familiar with the academic policies of CSU-Global Campus. Each student owns the responsibility to comply with these policies.

Catalog Requirements

Students may graduate under the program requirements in the catalog for the term in which they are first enrolled in a course, provided they complete graduation requirements within a continuous period of no more than 10 years. If a student withdraws or is withdrawn for any reason from CSU-Global, re-admittance will be governed by the catalog current at the time of re-admission. If a student changes their degree program, their enrollment will be governed by the catalog current at the time of the change. Any exceptions to the policy must have prior approval from the university. Students may also elect to follow any subsequent catalog.

Catalog requirements apply specifically to degree program requirements. CSU-Global reserves the right to change, modify, or cancel any course, program, procedure, policy, financial requirement, or disciplinary arrangement set forth in this catalog whenever, in its sole discretion, it determines such action to be appropriate. Updates and changes (SAP, financial aid, etc.) other than degree requirements will apply to all students from the policy’s effective date. Furthermore, CSU-Global will not be responsible for any failure to present or complete any course or program or to perform any other activity, function, or obligation mentioned in this catalog.

Unit of Credit

The unit of credit is the semester hour. Credit earned in an 8-week intensive online course is designed to be equivalent to credit earned in a 16-week semester-long course. The assignment of semester credit is based on requirements set by the Higher Learning Commission (HLC) and corresponds to Carnegie Unit Guidelines. Students should expect to spend a minimum of 10-25 hours per week, per course, engaged in reading, interacting on the discussion boards, writing papers, completing projects, and doing research.

Change of Program

Students may change their major (program of study). All program changes must be made through the Office of the Registrar with the approval of the appropriate advisor. Undergraduate students will receive updated degree plans showing applicability of transfer work to the new degree plan.

Institutional Degree Requirements

Undergraduate Requirements
Candidates for the baccalaureate degree must satisfy institutional and general education requirements, as well as specific requirements for their major as outlined in their official evaluation. Additional institutional requirements are listed below.

- Be admitted without condition to a baccalaureate degree program as a degree-seeking student.
- Students must successfully complete a minimum of 120 semester hours of credit with an earned grade point average of 2.00 or better for all CSU-Global credits attempted and included in the GPA computation. Courses numbered below the 100-level cannot be applied toward graduation. Students must successfully complete a minimum of 30 upper-division semester hours of credit.
- Students must satisfactorily complete all general education requirements.
- Students must successfully complete the requirements for an approved program major. Some programs may require completion of a specialization outside the major field.
- Students who have transfer credit applied to a major degree requirement must complete a faculty approved upper division substitution.
- Although a cumulative grade point average is required for degree conferral; grades of D or lower are not acceptable for meeting baccalaureate level major or specialization requirements.
- A minimum of 30 semester hours of credit must be earned at CSU-Global. Prior Learning Assessment (PLA) does not count toward the minimum 30 credit hours earned at CSU-Global. This policy may not apply for some students transferring credit from institutions within the CSU System.
• A minimum of 50% of major coursework must be completed at CSU-Global Campus.

• For degree purposes, CSU-Global accepts a maximum of 64 semester hours of credit from community or junior colleges.

• CSU-Global accepts a maximum of 60 credits from a combination of all non-traditional sources.

• Degree candidates must submit an application for graduation. Degrees are conferred at the close of each term and only after the student has completed all the degree requirements.

• Additional majors or specializations will not be awarded or posted to a transcript after a baccalaureate degree has been granted.

• Once a degree has been awarded, the student cannot repeat courses in order to improve their grade point average.

• Students must meet all financial obligations to the institution prior to receiving a final transcript or diploma.

Major Requirements
A baccalaureate candidate must select a program major and successfully complete all requirements prior to receiving a degree. The minimum number of required semester hours of credit for each program major is 30; some majors may exceed this amount and some courses may require the completion of additional prerequisites.

Specialization Requirements
Students may choose to complete a specialization as part of their baccalaureate degree program. Some programs may require that a specialization be taken in addition to the major coursework. Undergraduate specializations consist of a sequence of five (5) courses in a specific academic discipline. Not all specializations are available for all baccalaureate degree programs, and some courses may require the completion of additional prerequisites.

General Education Program
The General Education Program at CSU-Global provides undergraduate students with the necessary curriculum for state general education requirements in writing and communications, mathematics, arts and humanities, history, social and behavioral sciences, and natural and physical sciences.

The intent of general education courses is to offer students new learning opportunities and to foster untapped interests in addition to meeting state standards. Coursework offers a robust introduction to a variety of disciplines in order to accentuate the more specific coursework in each student’s degree program.

This program provides a well-rounded, collegiate educational experience that encourages scholarship and research, personalized assessments, and an integrated approach to instruction that draws on several subjects.

Program Learning Outcomes
• Describe and critique the objective and subjective meaning of art and humanistic scholarship within a global context.

• Apply critical reasoning, grounded in the paradigms of the humanities and the sciences, to academic analyses and to decisions made in everyday life.

• Explain and apply the theories, concepts, practices, and symbolic systems of the natural sciences; construct a framework to communicate scientific knowledge with both experts and laypersons.

• Integrate reasoning, critical thinking, APA style, and proper research into the arts and sciences through written communications, and, in selected English courses, develop a final writing portfolio.

• Describe and critically analyze the key events and broad narrative of United States history; apply historical thinking to contemporary issues.

• Apply logic, algebra, statistics, probability, geometry, and number theory to quantitative reasoning and problem solving.

Apply social and behavioral sciences, including social media to construct a framework for analysis of the links among individuals and communities and the constitutive roles of social organization and social power.
gtPathways Guaranteed Transfer

CSU-Global follows the gtPathways general education course requirements as required by the Colorado Commission on Higher Education Performance Contracts and Statewide Transfer Policies. Students residing in states other than Colorado may be required to take additional general education credits to meet their state’s general education requirements.

gtPathways is a set of general education courses that the state guarantees for transfer within public institutions in Colorado. The curriculum consists of 31 semester hours of credit in five content areas. Receiving institutions must apply guaranteed general education courses to a student’s general education or major requirements. Approved courses in gtPathways are not based on course equivalencies but meet content and competency criteria.

The following CSU-Global courses have been approved for gtPathways Guaranteed Transfer. For more information, visit: http://highered.colorado.gov/Academics/Transfers/gtPathways/.
Course Substitutions/Waivers
Substitutions and/or waivers for courses fulfilling general education requirements must be approved by appropriate academic department, Provost, or Registrar.

Graduate Requirements
Each graduate program at CSU-Global has specific graduation requirements that must be met prior to graduation. Most graduate degree programs consist of eight (8) core courses and a four (4) course specialization, for a total of 12 courses. Degree programs with a concentration consist of six (6) core courses and six (6) courses within the concentration area. Each CSU-Global graduate course is three (3) credits. Students must fulfill the following requirements for a graduate degree:

- Be admitted without condition to a graduate degree program as a degree-seeking student.
- Students must successfully complete a minimum of 36 semester hours of credit with an earned grade point average of 3.00 or better for all CSU-Global hours attempted and included in the GPA computation. Courses numbered below the 500-level cannot be applied toward graduation.
- A maximum of six (6) semester hours of credit with the grade of C+ or C may apply toward graduation. No courses with a grade lower than C may be applied toward program requirements. Students should refer to the policy on repeating courses for academic credit for more information.
- A maximum of nine (9) semester credits of transfer coursework may be applied to the degree.
- Additional majors or specializations will not be awarded or posted to a transcript after a master’s degree has been granted.
- Graduate students are expected to complete their degree within ten (10) years of admission. Courses completed ten (10) or more years before the date of graduation, either at CSU-Global or at some other institution will not be accepted as satisfying graduation requirements without the approval of the Provost or his/her designee.

Major Requirements
A master’s degree candidate must select a program major and successfully complete all requirements prior to receiving a degree. The minimum number of required semester hours of credit for each program major is 30-36 which may include a concentration, specialization, or other degree program option in addition to coursework within the major.

Specialization Requirements
Some graduate level programs may require a specialization as part of their graduate degree program. Specializations consist of a sequence of four courses in a specific academic discipline. Not all specializations are available for all graduate degree programs, and students should refer to their individual degree plan for course requirements.

Learning Outcomes
CSU-Global uses learning outcomes to define the knowledge and abilities that undergraduate and graduate students will achieve upon completion of a program of study. Learning outcomes exist at the undergraduate, program, course, and module level.

Undergraduate Learning Outcomes
CSU-Global’s undergraduate learner outcomes define the practical knowledge and skills all undergraduate learners are expected to achieve upon completion of their undergraduate program of study. These outcomes help ensure graduates are prepared to be successful both personally and professionally.

CSU-Global’s Undergraduate Learning Outcomes
- Demonstrate in-depth knowledge of a discipline or content area through professional application.
- Develop and communicate information effectively using a variety of methods.
- Select current technology applications and apply to specific professional problems and workplace challenges.
- Demonstrate collaboration and leadership skills.
- Prescribe actions to effectively address a variety of ethical situations that support social responsibility.
- Assess and interpret global and diversity issues pertinent to the discipline or content area.
- Apply critical thinking and reasoning skills for effective analysis.
Learning Outcome Assessments

CSU-Global continually measures and documents student learning of defined target program outcomes and established learning expectations. This process includes the collection of student learning data aligned with programmatic outcomes and an improvement phase which utilizes these results to enhance student learning and the teaching and learning environment. The outcomes assessment process supports continuous improvement efforts and student learning.
ACADEMIC PROGRAMS

“My CSU-Global experience has been wonderful! I have more meaningful interactions with professors and fellow students than I have had at a traditional university. We are connecting more on an intellectual and classwork level and the time spent is efficient.”

— Anita Williams, Master of Project Management Alumnus
Bachelor of Science Degrees
CSU-Global offers 15 undergraduate programs which lead to Bachelor of Science degrees:

Accounting
Applied Social Sciences
Business Management
Communication
Criminal Justice and Law Enforcement Administration
Healthcare Administration and Management
Human Resource Management
Human Services
Information Technology
Interdisciplinary Professional Studies*
Management Information Systems and Business Analytics
Marketing
Organizational Leadership
Project Management
Public Management

*The B.S. in Interdisciplinary Professional Studies program is not available for new enrollments as of the 2014-2015 Winter-A term.

Major in Accounting
The Bachelor of Science in Accounting provides students with the knowledge and skills needed to contribute successfully to an organization from an accounting perspective. Learners gain knowledge of accounting fundamentals and a comprehensive view of organization management issues including legal compliance and ethics, finance, marketing, leadership, economics, and quantitative decision-making. The accounting major prepares students for careers in private, public, not-for-profit, and government organizations. The B.S. in Accounting is additionally accredited by ACBSP.

Program Learning Outcomes
- Identify, test, and validate processes, systems, and financial data.
- Analyze current and emerging ethical and regulatory issues and trends.
- Apply accounting and leadership skills to effectively work and communicate with others in areas of financial and organizational management.

Courses
The Bachelor of Science in Accounting program consists of 17 three-credit courses, listed in the suggested order of completion:

- ORG300: Applying Leadership Principles
- ACT300: Principles of Accounting I
- MKG310: Introduction to Marketing
- MGT315: Business Law
- ACT325: Principles of Accounting II
- ACT350: Intermediate Accounting I
- ACT360: Intermediate Accounting II
- FIN300: Principles of Finance for the Private Sector
- MTH410: Quantitative Business Analysis
- ACT405: Federal Individual Taxation
- ACT410: Government and Nonprofit Accounting
- ACT415: Business Taxation
- ACT425: Information Systems for Accounting
- ACT450: Auditing
- ACT460: Cost Accounting
- ACT470: Advanced Accounting
- ACT480: Capstone – Accounting Research and Analysis
- ACT495*: Accounting Practicum
- * ACT495 is an optional course that will provide students with practical experience in organizations specific to accounting. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Major in Applied Social Sciences
The Bachelor of Science in Applied Social Sciences program is a degree completion program that investigates the human experience and examines how structures, relationships, and ideas of the social world relate to human behavior. This degree prepares graduates for a wide variety of careers, and emphasizes critical thinking, interpersonal awareness, and team-building skills. Students build practi-
cal knowledge and skills in written and interpersonal communication, analytical reasoning, and decision making. Students develop the ability to think critically through the examination of the principles and practices that underpin various social science disciplines as they relate to historic and contemporary social phenomenon. Upon completion of the degree, students will be able to integrate and apply social, historic, psychological, political, and economic perspectives within their profession.

**Program Learning Outcomes**
- Demonstrate effective written communication and analytical skills.
- Integrate and apply social, historic, psychological, political, and economic perspectives to a professional setting.
- Develop critical thinking, quantitative reasoning, and decision making skills.
- Examine the principles and practices that underpin social science disciplines.
- Analyze the impact of ethical behaviors in the decision making process within a professional environment.

**Courses**
The Bachelor of Science in Applied Social Sciences program consists of 10 three-credit courses, listed in the suggested order of completion:

- ORG300: Applying Leadership Principles
- HST300: U.S. History from 1945 to the Present
- SOC300: Working in Modern Society
- COM305: Communication in the Global Information Age
- SOC310: Race, Gender, and Ethnic Relations in the U.S.
- ORG303: Applied Organizational Psychology
- ECN400: Managerial Economics
- SOC460: Community Development
- SOC470: Evaluation of Research and Theory in the Social Sciences
- SOC480: Capstone - Applying the Social Sciences
- SOC495*: Applied Social Sciences Practicum

* SOC495 is an optional course that will provide students with practical experience in organizations specific to applied social science. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

**Major in Business Management**
The Bachelor of Science in Business Management program is designed to provide students with an understanding of the integration of various business units and the impact of decision making in an organization operating in the global economy. This degree completion program draws from management, marketing, operations, finance, economics, statistics, and international management to provide a comprehensive business experience. As changes in the economy and the aging labor force impact local, national, and global organizations, the impetus is on internal advancement to capture employees’ existing skills and knowledge. Upon completion of the program, students will be prepared to apply critical analysis in decision-making affecting the fiscal and economic value of an organization, innovate and integrate appropriate technology, and lead at every organizational level. The B.S. in Business Management is additionally accredited by ACBSP.

The Society for Human Resource Management (SHRM) has acknowledged that the Baccalaureate Business Management Major, when combined with the Specialization in Human Resources and Organizational Development, fully aligns with SHRM’s HR Curriculum Guidebook and Templates. The HR Curriculum Guidebook and Templates were developed by SHRM to define the minimum HR content areas that should be studied by HR students at the undergraduate and graduate levels. Visit [http://www.shrm.org/](http://www.shrm.org/) or view the Assurance of Learning exam here: [www.shrm.org/assessment](http://www.shrm.org/assessment)

**Program Learning Outcomes**
- Demonstrate effective written communication and analytical skills.
- Apply management skills in decision-making and analysis of the organizational structure.
- Examine ethical behaviors and legal implications of an organization in social, environmental and corporate environs.
- Evaluate the role of a manager in the global economy.
- Develop critical thinking skills for analysis in strategic planning and innovation.
ACADEMIC PROGRAMS

Courses
The Bachelor of Science in Business Management program consists of 12 three-credit courses, listed in the suggested order of completion:

ORG300: Applying Leadership Principles
MGT300: Principles of Management
MIS300: Information Systems Design and Management
ACT301: Financial Accounting
MKG310: Introduction to Marketing
ECN310: Microeconomic Principles
ECN315: Business Law
MGT315: Business Law
FIN400: Analyzing Financial Statements
MTH410: Quantitative Business Analysis
HRM400: Human Resources Development and Management
MGT481: Capstone - Business Policy Development and Implementation
MGT495*: Business Management Practicum

* MGT495 is an optional course that provides students with practical business management experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

The following course substitutions will apply to the B.S. in Business Management core requirements for students accepted for the Dual Enrollment Option:

<table>
<thead>
<tr>
<th>Undergraduate Core Course to be Replaced</th>
<th>Graduate-Level Course Replacement</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM400 Human Resource Development and Management</td>
<td>ORG502 Effective Organizations: Theory and Practice</td>
</tr>
<tr>
<td>MGT320 The Legal and Ethical Environment of Business</td>
<td>HRM515 Legal and Human Resources Dimensions of Business Management</td>
</tr>
<tr>
<td>ECN400 Managerial Economics</td>
<td>ECN500 Global Economics</td>
</tr>
<tr>
<td>FIN400 Analyzing Financial Statements</td>
<td>FIN500 Principles of Finance</td>
</tr>
</tbody>
</table>

The graduate-level courses will be charged at the graduate tuition rate at the time of enrollment. Students should apply for the Dual Enrollment Option prior to their first core course substitution and must maintain the minimum academic standards as listed below:

- Cumulative GPA of at least 3.00 for all undergraduate transfer credits from previous institutions.
- Cumulative GPA of at least 3.50 for all undergraduate courses completed at CSU-Global.
- Grades of B or better (3.00 or higher) in all B.S. in Business Management core courses

Dual Enrollment Option (Bachelor’s to Master’s Early Advancement)**

The Dual Enrollment Option is not available for new enrollments as of the 2016-2017 Spring term. The Dual Enrollment Option allows highly qualified, well-prepared students in the B.S. in Business Management program an opportunity for early admission into the M.S. in Management program. Additionally, accepted students will be able to complete four graduate-level courses in place of four specific undergraduate core courses and apply the resulting 12 credits to both their bachelor’s and master’s degree programs through institutional transfer. Students are required to meet all undergraduate degree requirements (including completion of their Capstone) in order for their bachelor’s degree to be conferred. Students must complete a minimum of 12 upper division core credits at CSU-Global before applying for the dual enrollment option.

The Major in Communication
The Bachelor of Science in Communication program supplies students with the knowledge required to successfully fill organizational communication positions. Capabilities will include ethical and critical thinking skills necessary for today’s global society, mass media, and changing technology trends. The coursework covers oral and written communication, mass communication, new media, public relations, strategic communication, technical writing, and the leadership and management skills needed to successfully contribute to and within an organization. The program is designed for those interested in leadership or management positions, and for those who desire to excel in positions responsible for internal organizational communication efforts and external communication efforts.
Program Learning Outcomes

- Employ communication theories, perspectives, principles, and concepts.
- Engage in communication inquiry and analysis based on the field’s central concern and questions.
- Create messages appropriate to the audience, purpose, and context using the appropriate media.
- Demonstrate the ability to accomplish communicative goals (self-efficacy).
- Apply ethical communication principles and practices.
- Utilize communication to embrace difference.
- Influence public discourse.

Courses

The Bachelor of Science in Communication program consists of 12 three-credit courses, listed in the suggested order of completion:

- ORG300: Applying Leadership Principles
- COM301: Research and Writing for the Communication Professional
- COM305: Communication in the Global Information Age
- COM310: Interpersonal Communication
- COM315: Intercultural Communication
- COM325: Mass Communication and Society
- COM335: Foundations of Strategic Communication
- COM400: Strategic Communication
- HRM425: Managing and Leading Team Dynamics
- COM425: Communication Conflict and Persuasion
- COM455: Technical Communication
- COM480: Capstone – Applied Communication Strategies
- COM495*: Communications Practicum

* COM495 is an optional course that provides students with practical experience in communication. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Major in Criminal Justice and Law Enforcement Administration

The Bachelor of Science in Criminal Justice and Law Enforcement Administration develops students who have an avid appreciation of the complexities of crime and control. Studies include traditional and innovative ways of making the public safe while ensuring justice and upholding the rule of the law and the civil liberties of all citizens. In addition to gaining basic knowledge of crime, law, and the justice system, students gain an understanding of the ethical issues and relevant theory that apply to criminal justice and law enforcement organizations today. Minnesota residents: The Criminal Justice and Law Enforcement Administration program does not satisfy the Minnesota requirements for licensure as a law enforcement/police officer.

Program Learning Outcomes

- Develop and apply basic statistical skills and quantitative reasoning for critical evaluation of quantitative information.
- Understand the roles, functions, and impacts of an effective criminal justice system.
- Examine ethical standards and issues in criminal justice processes and in professional decision making including the ever-present tension between effective crime control and appropriate civil liberties.
- Survey a range of theoretical approaches that explain crime and apply theoretical reasoning and concepts to observations of crime and control.
- Analyze, from a restorative justice perspective, the needs of victims and offenders as well as the involved community as an alternative to satisfying abstract legal principles or punishing the offender.

Courses

The Bachelor of Science in Criminal Justice and Law Enforcement Administration program consists of 10 three-credit courses listed in suggested order of completion. Additionally, it is recommended, but not required, that students consider a specialization in either Criminology or Criminal Forensics.

- ORG300: Applying Leadership Principles
- CRJ300: Introduction to Criminal Justice
- CRJ310: Law Enforcement and American Policing
- PBS300: Introduction to Crime and Deviance
- CRJ330: Research Methods for the Criminal Justice Professional
- CRJ335: Laws of Evidence
- PBS400: Fundamentals of Law
- CRJ420: Criminal Justice and the Constitution
ACADEMIC PROGRAMS

CRJ440: Ethics for the Criminal Justice Professional
CRJ480: Capstone – Application of Criminal Justice Knowledge and Skills
CRJ495: Criminal Justice Practicum*
* CRJ495 is an optional course that students may select if they currently work in a criminal justice setting. Students will be required to pass a criminal background check including fingerprinting prior to taking CRJ495. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Major in Healthcare Administration and Management
The Bachelor of Science in Healthcare Administration and Management builds foundational business skills in management and supervision, marketing, human resources, communication, decision-making, and finance. Additionally, students gain an increased understanding and knowledge of systems relating to quality assurance, risk management, managed care, insurance, healthcare laws and regulations, ethics, population health, and other information and practices important to managing in a demanding healthcare environment.

Program Learning Outcomes
• Summarize the roles, functions, and impacts of an effective healthcare manager.
• Evaluate existing management practices to assist healthcare managers in undertaking management decisions.
• Identify, evaluate, and respond to common types of healthcare, finance, policy, operations management, ethical, and strategic dilemmas.
• Describe the value of personal and professional development, community service, and life-long learning in healthcare management.
• Evaluate the impact of population health and information systems and technology trends on healthcare patient outcomes.
• Analyze the strategic impact of human resource development and management on healthcare organizations.

Courses
The Bachelor of Science in Healthcare Administration and Management program consists of 15 three-credit courses, listed in the suggested order of completion:

ORG300: Applying Leadership Principles
ACT301: Financial Accounting
FIN300: Principles of Finance for the Private Sector
HCM310: Introduction to the U.S. Healthcare System
HCM320: Introduction to Health Policy
HCM340: Health Law
HCM370: Quality and Risk Management in Healthcare
HCM375: The Economics of Healthcare
HCM400: Managed Care and Health Insurance
HCM410: Healthcare Operations Management
HCM420: Ethical Decisions in Healthcare Management
HRM400: Human Resources Development and Management
HCM450: Healthcare Information Systems
HCM460: Introduction to Healthcare Strategy
HCM481: Healthcare Analysis and Policy Development - Capstone
HCM495*: Human Resource Management Practicum

* HCM495 is an optional course that will provide students with practical experience in management organizations. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Dual Enrollment Option (Bachelor’s to Master’s Early Advancement)
The Dual Enrollment Option allows highly qualified, well-prepared students in the B.S. in Healthcare Administration and Management program an opportunity for early admission into the Master of Healthcare Administration program. Additionally, accepted students will be able to complete three graduate-level courses in place of three specific undergraduate core courses and apply the resulting 9 credits to both their bachelor’s and master’s degree programs through institutional transfer. Students are required to meet all undergraduate degree requirements (including completion of their Capstone) in order for their bachelor’s degree to be conferred. Students must complete a minimum of 12 upper division core credits at CSU-Global before applying for the dual enrollment option.
The following course substitutions will apply to the B.S. in Healthcare Administration and Management core requirements for students accepted for the Dual Enrollment Option:

<table>
<thead>
<tr>
<th>Undergraduate Core Course to be Replaced</th>
<th>Graduate-Level Course Replacement</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCM340 Health Law</td>
<td>HCM515 Health Law and Ethics</td>
</tr>
<tr>
<td>HCM370 Quality and Risk Management in Healthcare</td>
<td>HCM520 Quality and Performance Improvement in Healthcare</td>
</tr>
<tr>
<td>HCM450 Healthcare Information Systems</td>
<td>HCM570 Healthcare Information Systems</td>
</tr>
</tbody>
</table>

The graduate-level courses will be charged at the graduate tuition rate at the time of enrollment. Students should apply for the Dual Enrollment Option prior to their first core course substitution and must maintain the minimum academic standards as listed below:

- Cumulative GPA of at least 3.00 for all undergraduate transfer credits from previous institutions.
- Cumulative GPA of at least 3.50 for all undergraduate courses completed at CSU-Global.
- Grades of B or better in all B.S. in Healthcare Administration and Management core courses

Major in Human Resource Management

The Bachelor of Science in Human Resource Management provides students with the fundamental knowledge and leadership skills they need to succeed within the human resources field. Students will learn how to apply leadership principles for effective employee administration and organizational development. Specific areas of study include the management of team dynamics, conflict resolution, business policy and employee law, and training and professional development. This program is aligned with the Society for Human Resource Management’s HR Curriculum Guidebook and Templates.

Program Learning Outcomes

- Enhance organizational performance and create effective traditional and virtual teams through motivation, organizational culture, and change management.
- Address the legal and ethical implications of human resources and administration in an organizational setting.
- Analyze business policy and strategy in relationship to competitors.
- Resolve conflict by utilizing various management styles and best practices.
- Understand employment and compensation requirements including insurance, salary, labor, health, and safety.

Courses

The Bachelor of Science in Human Resource Management program consists of 10 three-credit core courses, listed in the suggested order of completion:

- MGT300: Applying Leadership Principles
- MGT320: The Legal and Ethical Environment of Business
- HCM400: Human Resources Development and Management
- MGT470: Conflict Management and Negotiation
- HRM450: Employment Law, Compensation, and Policy
- HRM455: Training and Staff Development
- HRM460: Organizational Development
- HRM481: Capstone - Human Resource Management
- HRM495*: Human Resource Management Practicum

* HRM495 is an optional course that will provide students with practical experience in human resource management. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Major in Human Services

The Bachelor of Science in Human Services provides students with an understanding of programs designed to meet community and social welfare needs among varied populations. Students gain the practical knowledge necessary for assisting others in individual, family, group, organization, and community settings. Advanced topics include human development, intervention methods, case management, and human services administration.
Program Learning Outcomes
- Demonstrate effective written communication and analytical skills.
- Develop an understanding of the nature and purpose of human services by exploring the role and function of human services workers in a variety of micro and macro settings.
- Analyze the impact of diversity and culture in the field of human services.
- Evaluate ethical, legal, and organizational influences on human services organizations.
- Develop intervention and case management skills.
- Assess administrative responsibilities in human services organizations.

Courses
The Bachelor of Science in Human Services program consists of 15 three-credit courses, listed in the suggested order of completion:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ORG300</td>
<td>Applying Leadership Principles</td>
</tr>
<tr>
<td>SOC300</td>
<td>Working in Modern Society</td>
</tr>
<tr>
<td>SOC310</td>
<td>Race, Gender, and Ethnic Relations in the U.S.</td>
</tr>
<tr>
<td>SOC460</td>
<td>Community Development</td>
</tr>
<tr>
<td>HSM300</td>
<td>Introduction to Human Services</td>
</tr>
<tr>
<td>HSM320</td>
<td>Human Development</td>
</tr>
<tr>
<td>HSM350</td>
<td>Intervention Methods in Human Services</td>
</tr>
<tr>
<td>PMG370</td>
<td>Grant Writing</td>
</tr>
<tr>
<td>HSM400</td>
<td>Crisis Intervention</td>
</tr>
<tr>
<td>HSM405</td>
<td>Case Management in Human Services</td>
</tr>
<tr>
<td>HSM420</td>
<td>Legal and Ethical Issues in Human Services</td>
</tr>
<tr>
<td>HSM450</td>
<td>Human Services Administration</td>
</tr>
<tr>
<td>HSM470</td>
<td>Evaluation of Research and Theory in Human Services</td>
</tr>
<tr>
<td>HSM475*</td>
<td>Practicum OR HSM476* : Seminar - Human Services Strategy and Execution</td>
</tr>
<tr>
<td>HSM480</td>
<td>Capstone - Human Services Strategy and Execution</td>
</tr>
</tbody>
</table>

* Students will enroll in either HSM475 or HSM476. They do not take both courses. Students may select the Practicum course (HSM475) or enroll in the Seminar course (HSM476) to fulfill this degree requirement. Students will be required to pass a criminal background check including fingerprinting prior to taking the HSM475 Practicum course. Students residing in locations where practica are not available must enroll in the Seminar course (HSM476). See the State Specific Authorization Policy under Admissions Policies.

Major in Information Technology
The Bachelor of Science in Information Technology program is designed to train individuals for information technology jobs and prepare graduates for professional certification exams (CompTIA A+, CompTIA Network+, CompTIA Security+, CompTIA Project+, Microsoft SQL, Microsoft Server 2012, etc.) that enhance student job market value. Specializations in multiple subject matters will provide enhanced targeted skills and additional certification preparation. Upon completion of the degree program, students will have a foundational and practical knowledge across the field of information technology.

Note: The IT program prepares students to work with, administer and operate a variety of operating systems. To be successful in the program students must have access to a Windows-based operating system and the Microsoft Office Suite.

Program Learning Outcomes
- Gain technology certification exam preparation.
- Acquire technical skills in programming and technology trouble-shooting.
- Recommend, select, and service software/ hardware systems that meet the unique information technology needs of an organization.
- Work both independently and cooperatively to meet the technology goals of the organization.
- Comprehend the theoretical and applied uses of information technology in various business applications for problem-solving.
- Apply knowledge and skills in system analysis and design, network design and administration, database design and development, operating systems, software and web application development, and IT security.

Courses
The Bachelor of Science in Information Technology program consists of 10 three-credit courses, listed in the suggested order of completion:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ORG300</td>
<td>Applying Leadership Principles</td>
</tr>
<tr>
<td>ACT300</td>
<td>Principles of Accounting I</td>
</tr>
<tr>
<td>ITS310</td>
<td>Introduction to Computer-Based Systems</td>
</tr>
</tbody>
</table>
ITS315: Introduction to Networks
ITS320: Basic Programming
ITS350: Information Systems and Security
ITS400: Information Technology Project Management
ITS405: Intermediate Networking
ITS410: Database Management
ITS430: Network Enterprise Solutions
ITS495*: Information Technology Practicum

*ITS495 is an optional course that will provide students with practical experience in organizations specific to information technology. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

**Major in Interdisciplinary Professional Studies**

The B.S. in Interdisciplinary Professional Studies program is not available for new enrollments as of the 2014-2015 Winter-A term. The Bachelor of Science in Interdisciplinary Professional Studies is designed to equip students with the knowledge and abilities necessary to effectively and efficiently work in current and future industries that drive local and global economic prosperity. The program is focused on four areas of technology, international business, innovation, and ideas. Emphasis is placed on effective communication, quantitative skills, global awareness, social responsibility, technology, critical thinking skills, business skills, strategic innovation, and a commitment to lifelong learning.

**Program Learning Outcomes**

- Develop critical thinking and decision-making skills based on interdisciplinary knowledge.
- Communicate across disciplines using multiple technologies and media.
- Integrate the knowledge from a wide variety of disciplines to have a better understanding of the world as a global society.
- Build an interdisciplinary understanding of business, innovation, and its complex impact on society.
- Develop the skills needed for ethical reasoning and problem solving.

**Courses**

The Bachelor of Science in Interdisciplinary Professional Studies program consists of 10 three-credit courses, listed in the suggested order of completion:

- ORG300: Applying Leadership Principles
- ITS325: Technology, Ethics, and Global Community
- ACT300: Principles of Accounting I
- MGT351: Organizational Innovation and Change
- ECN405: Management in the Global Economy
- MTH410: Quantitative Business Analysis
- ECN410: Comparative Economics and Global Business 1800 to Present
- MGT455: International Business
- MGT475: Strategic Innovation and Ideas
- MGT480: Capstone – Applying Growth and Sustainability in the Global Marketplace

**Major in Management Information Systems and Business Analytics**

The Bachelor of Science in Management Information Systems and Business Analytics prepares students to be organizational leaders through the use of information technology and data management. Students will learn to improve decision making and processes in core business concepts including management, strategy, and finance through the use of business intelligence. Technical topics include systems analysis and design, database management, and data mining.

**Program Learning Outcomes**

- Apply managerial and business processes to information systems.
- Conduct systems analysis to manage complex projects.
- Design business intelligence solutions to meet organizational objectives.
- Analyze complex data to support strategic decision making.

**Courses**

The Bachelor of Science in Management Information Systems and Business Analytics program consists of 12 three-credit core courses, listed in the suggested order of completion:

- ORG300: Applying Leadership Principles
- MGT300: Principles of Management
ACADEMIC PROGRAMS

MGT350: Business Policy and Strategy
MIS300: Information Systems Design and Management
MIS350: Information Systems Analysis and Design
ITS320: Basic Programming
MIS407: Database Concepts
ITS410: Database Management
MIS445: Statistics and SPSS
MIS450: Data Mining
MIS440: Cloud Computing and Big Data
MIS480: Capstone - Business Analytics and Information Systems
MIS495*: Management Information Systems Practicum

*MIS495 is an optional course that provides students with practical experience in information systems. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Major in Marketing
The Bachelor of Science in Marketing provides fundamental knowledge and skills for the development, promotion, distribution, and sale of products and services. The program focuses on the management and use of research, planning, analysis, consumer communication, business relations, and decision-making techniques including current issues and trends such as digital/social media and integrated marketing. Students learn the effective use of theory, technique, and practical application of product strategy, pricing, distribution, promotion, and marketing research, creativity, and critical thinking as utilized by global marketing managers and directors.

Program Learning Outcomes
- Apply current theory to understand buyer behavior, define target markets, identify and evaluate market segments, and demonstrate knowledge of the marketing mix (product, place, price, and promotion) and all functional marketing areas.
- Explain the impact of competition, market forces and other external factors on the success and failure of specific marketing programs.
- Use market research tools and procedures to estimate market potential, conduct exploratory and descriptive research, forecast demand, and communicate research findings effectively.
- Demonstrate a working knowledge of the technological, web-based, and global developments that are changing the scope of the marketing discipline.
- Apply current digital technologies or web-based solutions into marketing planning.
- Demonstrate analytical and critical-thinking skills with direct application to business/marketing environments.
- Determine appropriate practices and strategies for ethical marketing decision-making and behavior.

Courses
The Bachelor of Science in Marketing program consists of 10 three-credit courses, listed in the suggested order of completion:

ORG300: Applying Leadership Principles
MKG310: Introduction to Marketing
MKG330: Consumer Behavior
MKG350: Promotion and Public Relations
MKG360: Personal Selling and Sales Management
MKG400: International and Multi-Cultural Marketing
MKG420: Digital Marketing
MKG440: Strategic Marketing
MKG470: Market Research
MKG480: Capstone – Marketing
MKG495*: Marketing Practicum

*MKG495 is an optional course that provides students with practical marketing experience. Each student will work under the direct supervision of a master's-level professional at the organization that serves as practicum site. The purpose of the practicum is for students to apply and integrate what they have learned during their core courses in the Bachelor of Science in Marketing. Students will be required to participate in discussions and assignments for the course while assuming an active role in the workplace, working with professionals involved in projects in a variety of capacities. These professionals may be, for example, upper-level managers, project team members, sponsors, stakeholders, project managers, and/or others engaged in projects to demonstrate program-related knowledge and skills. A minimum of 80 hours of practicum fieldwork must be completed during the eight weeks of the course.

Major in Organizational Leadership
The Bachelor of Science in Organizational Leadership program is designed to provide today's managers and organi-
Program Learning Outcomes

- Demonstrate the application of effective written communication and research skills.
- Apply leadership skills to strategic development and change.
- Identify the ethical behaviors and outcomes of decisions within a professional environment.
- Develop critical thinking skills for effective analysis in decision-making.
- Demonstrate knowledge of the organizational responsibilities of leaders.

Courses

The Bachelor of Science in Organizational Leadership program consists of 10 three-credit courses, listed in the suggested order of completion:

- ORG300: Applying Leadership Principles
- MGT300: Principles of Management
- ORG303: Applied Organizational Psychology
- MGT315: Business Law
- HRM425: Managing and Leading Team Dynamics
- MGT351: Organizational Innovation and Change
- MGT410: Project Management
- ORG423: Communication Strategies for Leaders
- MGT470: Conflict Management and Negotiation
- ORG480: Capstone - Organizational Leadership
- ORG495*: Organizational Leadership Practicum

*ORG495 is an optional course that provides students with practical experience in organizations relevant to their field. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Major in Project Management

The Bachelor of Science in Project Management degree provides students with the opportunity to analyze and apply theories and concepts associated with organizations where resources are limited and time is critical. Learners will focus on contracts, asset procurement, risk, project control, monitoring, and earned value methods in addition to examining the costs and benefits of total quality management. Students will also learn to apply the soft skills associated with leadership, communication, and team building.

Program Learning Outcomes

- Apply knowledge of project leadership theories/practical application in organizations.
- Apply effective written communication and research skills.
- Examine management control, monitoring, and value methods.
- Demonstrate critical-thinking skills for effective analysis in decision making.
- Assess costs, risks, and benefits of total quality management
- Analyze the implications of diversity/culture and managing projects in an international setting.

Courses

The Bachelor of Science in Project Management program consists of 10 three-credit courses, listed in the suggested order of completion:

- ORG300: Applying Leadership Principles
- PJM310: Introduction to Project Management
- MGT300: Principles of Management
- PJM330: Effective Project Scheduling and Control
- PJM380: Project Management Tools
- PJM400: Project Procurement and Contract Management
- PJM410: Assessing and Managing Risk
- PJM440: Total Quality Management
- PJM460: Project Leadership
- PJM480: Capstone - Project Management
- PJM495*: Project Management Practicum

* PJM495 is an optional course that provides students with practical project management experience. This course may not
be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Major in Public Management
Please note: we are no longer accepting students into this program as of the 2015-2016 Fall-A trimester. Students currently enrolled in the program are not affected by this change. If you were interested in enrolling in this program, please contact an Enrollment Counselor at 800-920-6723 to discuss alternatives.

The Bachelor of Science in Public Management program provides the fundamental knowledge and skills necessary for leading in the public sector. Public administration, policy and strategy development and implementation, human resource management, organizational designs, communication strategies, legal environment, resource development, financial management, and public relations. Upon completion of this degree, students will have the essential leadership skills and knowledge in preparation for a successful public management career.

Program Learning Outcomes
• Demonstrate knowledge of leadership theories in organizations.

• Demonstrate the application of effective written communication and research skills.

• Develop critical thinking skills for effective analysis in decision-making.

• Demonstrate knowledge of public organization design and structure.

• Identify ethical behaviors and outcomes of decisions within a professional environment.

Courses
The Bachelor of Science in Public Management program consists of 10 three-credit courses, listed in the suggested order of completion:

ORG300: Applying Leadership Principles
PMG300: Public Administration
MGT302: Modern Organizational Theory
PMG320: Public Policy and Strategy
FIN350: Principles of Finance for the Public Sector
PMG370: Grant Writing
PMG420: Public Relations
PMG430: Human Resource Management in the Public Sector
SOC460: Community Development

PMG480: Capstone - Applied Public Management Skills

Undergraduate Specializations
Students may complete a specialization that consists of five (5) upper division courses (15 credits) as a supplement to their program major. Specializations allow students to select a series of courses in a career-relevant field based on professional and personal interests. Not all specializations are available for all majors. See the Bachelor's Degree Specialization Chart for more information. Due to course overlap in some programs, a supplemental course may be required to bring the total of classes to five (5).

Once a student has completed all the courses within a specialization, they can request a non-transcribable Certificate of Completion to be mailed to them prior to the completion of their degree. Students should contact their advisor for more information.

Business Administration
The Business Administration specialization is designed for students interested in career tracks in administration and responsibility for a variety of business operations. Students analyze sound business practices including business finance, developing and managing human resources, developing and implementing business policy, and strategies for marketing a business.

Learning Outcomes
• Develop leadership capabilities in the role of manager.

• Understand management functions of an organization.

• Develop problem solving and decision making strategies.

This specialization is available to students in all undergraduate programs except Business Management, Accounting, Healthcare Administration and Management, and Human Resource Management. Business Administration specialization courses are in the order of completion:

FIN300*: Principles of Finance for the Private Sector
HRM400**: Human Resource Development and Management
MGT451: Business Policy Development and Implementation
MIS300***: Information Systems Design and Management
MKG310****: Introduction to Marketing
* Bachelor of Science in Accounting majors will take FIN350.
** Business Management majors who initially enrolled after Fall 2012 will take MGT470.
*** Business Management majors who initially enrolled after Fall 2012 and Management Information System and Business Analytics majors will take COM305.
**** Business Management majors who initially enrolled before Fall 2012 will take HRM425. Marketing majors will take MGT475.

Computer Programming
The Computer Programming specialization is aimed at non-computer science majors who would like to broaden their programming capabilities. Courses cover an entire spectrum of basic programming and software development techniques for analysis, design, and implementation of software applications across various operating systems and platforms. Students interested in these courses should have a firm knowledge of basic computer skills and networking technologies including the ability to grasp and understand new computer/networking concepts that relate to information systems and networking.

Learning Outcomes
• Select and apply appropriate software engineering topics and concepts to solve a given business problem.
• Develop conceptual models to access and update stored information.
• Design, implement, and analyze algorithms for solving problems using Java.
• Write software programs that manage resources securely in different operating system environments.
• Compare and contrast different platform-based development environments.
• Analyze specific programming language requirements for multiple platforms.
• Design and implement a simple web and mobile application.

This specialization is available to students in all undergraduate programs. Computer Programming specialization courses are listed in order of completion:

CSC320: Programming I
CSC372: Programming II
CSC400: Data Structures and Algorithms
CSC450: Programming III
CSC475: Platform Based Development

Construction Management
The Construction Management discipline will help professionals achieve a balanced understanding of the construction industry and its standards as it relates to leadership skills required to direct and manage different types of construction projects around the world. The discipline will cover all essential domains that can help accomplish and grow a career in construction management with its course structure focusing on providing a well-balanced approach to planning and managing construction projects towards their successful completion. Topics covered include construction planning, take-off, bidding, building materials properties, and structural blueprint reading among other foundational project management skills that are related to resource allocation and project funding.

Learning Outcomes
• Define the roles of the different participants in construction projects.
• Describe important tasks (milestones) during different stages of a construction project.
• Update the schedule and measure the project critical path progress.
• Define, describe and recognize the estimating process, terminology and purpose.
• Recognize, identify and define various bid documents and terms as they relate to the construction cost estimating process.
• Use knowledge gained to work and communicate effectively with structural engineers and architects through a basic understanding of structural properties of construction materials.

This specialization is only available to students in the B.S. in Business Management, B.S. in Organizational Leadership, and B.S. in Project Management programs. Construction Management specialization courses are listed in order of completion:

CMG300: Fundamentals of Construction Management
PJM350: Construction Project Management
CMG400: Construction Cost Estimating
CMG450: Materials Used in Construction
CMG460: Structural Analysis and Design

Criminal Forensics
The Criminal Forensics specialization prepares students for positions in various criminal investigations or for a forensics graduate program. With a scientific underpinning, forensic science requires the skills needed to analyze crime scene evidence while following legal procedures that preserve evidence for use in court.

Learning Outcomes
• Demonstrate an understanding of criminal psychology.
• Recognize complex requirements to comply with security and privacy standards and regulations.
• Apply the rule of law, legal criteria of evidence and their implications for cyber crime investigation.
• Demonstrate the use of basic forensic tools of cyber crime investigation.

This specialization is available to students in all undergraduate programs. Criminal Forensics specialization courses are listed in order of completion:

CRJ325: Introduction to Forensic Psychology
CRJ336: Criminal Investigation
CRJ426: Investigative and Forensic Interviewing
CRJ450: Investigative Forensic Photography
CRJ465: Physical Methods in Forensic Science

Criminal Justice Management
The Criminal Justice Management specialization is designed to provide students with knowledge and skills needed by professionals in criminal justice organizations. Students will examine a holistic approach to the fundamentals of criminal justice within the context of management and effective decision-making.

Learning Outcomes
• Acquire a working knowledge of criminal justice.
• Comprehend the ethical issues facing criminal justice organizations and personnel.
• Evaluate existing research using quantitative and statistical tools to make decisions.
• Synthesize the factors of effective management and leadership in criminal justice environments.

• Compare and contrast a range of theories to successfully manage teams and organizations in criminal justice.

This specialization is available to students in all undergraduate programs except Criminal Justice and Law Enforcement Administration. Criminal Justice specialization courses are listed in order of completion:

CRJ300: Introduction to Criminal Justice
CRJ330: Research Methods for the Criminal Justice Professional
CRJ360: Leadership in Contemporary Criminal Justice Environment
CRJ440: Ethics for the Criminal Justice Professional
CRJ460: Managing Criminal Justice Organizations

Criminology
The Criminology specialization assists the career tracks of students interested in or currently employed in the areas of public safety, law, social welfare offices or other social programs that specifically deal with public safety and human welfare. Students examine this issue of crime and deviant behaviors, law, and the penal system.

Learning Outcomes
• Recognize systems/management responsibilities within public safety.
• Comprehend the leadership responsibilities in law and criminology.
• Understand the effects of crimes/deviant behavior on victims/society.

This specialization is available to students in all undergraduate programs. Criminology specialization courses are listed in order of completion:

CRJ320: Juvenile Justice
CRJ340: Restorative and Community Based Justice
CRJ470: Race, Class, and Crime
PBS430: Fundamentals of Penology
PBS431: Victimology

Cyber Security
The Cyber Security specialization advances the knowledge of information technology professionals understanding of cyber threats, information assurance and digital crime investigation developing the knowledge, skills, and abilities to secure organizational data as information security
experts in an information technology dependent enterprise. Coursework is aligned with some elements of the knowledge base for the CISSP - Certified Information Systems Security Professional. Students interested in this specialization should have a firm knowledge of basic computer skills and information security including the ability to grasp and understand the controls and concepts needed to safeguard organizational data.

**Learning Outcomes**

- Demonstrate the ability to differentiate between various Information technology security models, architectures, is risks associated with data processing, transmission and storage in an enterprise.

- Evaluate different networking vulnerabilities and methods used to attack and or compromise the integrity of IT networks in an enterprise and provide a comprehensive solution to mitigate potential attacks.

- Demonstrate a knowledge and interpretation of ethical and legal issues surround information technology security including privacy, legislation, and innovation.

- Assess and analyze regional as well as international threats impacting internet based activities for used in a multinational enterprise.

This specialization is only available to students in the B.S. in Information Technology and B.S. in Management Information Systems and Business Analytics programs. Cyber Security specialization courses are listed in order of completion:

- ITS360: Introduction to Cyber Security and Digital Crime
- ITS415: Principles of Cyber Security
- ITS425: Ethical Hacking and Penetration Testing
- ITS455: Digital Forensics and Investigations
- ITS460: Information Security Legal and Ethical Issues

**Data Management and Analysis**

This program will teach the student best practices to manage enterprise data, prepare it for business use, and the various types of statistical analyses that can be performed to help an organization increase its productivity, profitability, and performance. Courses cover the entire spectrum of basic database concepts and techniques, database administration, SQL programming, statistics, data warehousing, cloud technologies, and data mining. Students interested in this specialization should have a firm knowledge of basic computer skills and networking technologies including the ability to grasp and understand new computer/networking concepts that relate to information systems and networking.

**Learning Outcomes**

- Describe the important concepts of relational database structure, integrity, manipulation, and normalization.

- Describe how relational databases and statistical analyses are used for enterprise applications and to develop Business Intelligence (BI).

- Design a relational database from user requirements.

- Utilize SQL to create a relational database, query data, and prepare data for a statistical analysis.

- Perform database administrator functions for a relational database.

- Develop a data warehouse and other appropriate data structures for statistical analyses.

- Perform data mining and other statistical analyses using SPSS and then interpret and document the results of a statistical analysis.

- Investigate current cloud computing capabilities and the major challenges in the database industry such as the management of “big data.”

This specialization is available to students in all undergraduate programs except Management Information Systems and Business Analytics. Data Management and Analysis specialization courses are listed in order of completion:

- MIS407: Database Concepts
- ITS410*: Database Management
- MIS440: Cloud Computing and Big Data
- MIS445: Statistics and SPSS
- MIS450: Data Mining
* Information Technology majors will take ITS325.

**Emergency Management**

The specialization in Emergency Management provides students the opportunity to apply and analyze theories, concepts, and practical applications associated with emergency planning and public safety research. The program focuses the learner on crises and emergency management decision making. Additionally, the student is exposed to
planning, operations, and all-hazard readiness and identification. Further, the student explores infrastructure protection and preparedness, phases for crisis response, mitigation activities, and integration of public and private resources. Finally, the student explores critical thinking as a necessary component in emergency decision making through the application of case studies and scenarios.

Learning Outcomes
- Analyze the concepts of emergency management and interpret disasters responses and implications.
- Examine environmental hazards including man-made or natural events while interpreting and correlating planning and response regarding emergency events; emphasis on all-hazard readiness.
- Illustrate critical thinking and decision making as key functions to emergency management specifically during crisis operations.
- Identify and assess crisis and emergency response and recovery issues; integrate exercise planning and coordination.
- Categorize and assess strategies towards infrastructure preparedness and protection.

This specialization is available to students in all undergraduate programs. Emergency Management specialization courses are listed in order of completion:

- EMG300: Foundations of Emergency Management
- EMG325: Hazard Mitigation
- EMG375: Disaster Response
- EMG400: Disaster Recovery
- EMG450: Comprehensive Emergency Planning

Foundations of Accounting
The Foundations of Accounting Specialization will provide students with the basics of accounting frameworks and principles needed for entrance and growth in the accounting field.

Learning Outcomes
- Learn basics of accounting frameworks and principles needed for entrance and growth in the accounting field.
- Acquire the basic knowledge and skills of accounting fundamentals to work within an accounting department or the financial and accounting area of a department.
- Paired with the B.S. in Business Management or Organizational Leadership, students will also be prepared to manage an accounting department.

This specialization is available to students in all undergraduate programs except Accounting. Foundations of Accounting specialization courses (listed in order of completion):

- ACT300*: Principles of Accounting I
- ACT305**: Managerial Accounting
- ACT350: Intermediate Accounting I
- ACT405: Federal Individual Taxation
- ACT450: Auditing

* Information Technology and Interdisciplinary Professional Studies majors will take FIN300. Healthcare Administration and Management majors will take ACT360.
** Business Management majors will take ACT360 and must have been initially enrolled after Fall 2012 to be eligible for this specialization.

Healthcare Informatics
Please note: we are no longer accepting students into this specialization as of the 2015-2016 Fall-A trimester. Students currently enrolled in the program are not affected by this change. If you were interested in enrolling in this program, please contact an Enrollment Counselor at 800-920-6723 to discuss alternatives. The Healthcare Informatics specialization provides students with the basics of Health Information Systems frameworks and principles needed in the Health Information Systems field. Graduates will gain knowledge of healthcare concepts, operations, and industry practices with the unique ability to align and or integrate healthcare organizational needs with information technology systems to streamline operations in medical facilities.

Learning Outcomes
- Apply knowledge of healthcare concepts to information systems integration for efficient healthcare management operations and business processes in a medical organization.
- Evaluate the impact of information systems and technology on healthcare processes and the securing of health information while understanding the legal and policy implications of health care administration send effectively.
• Analyze, design, and implement solutions to healthcare information problems and develop reporting and support capabilities for healthcare decisions.

• Apply effective interpersonal and written communication skills to become an active participant in organizations and society while making, identifying, evaluating, and responding to common types of ethical dilemmas.

This specialization is available to students in all undergraduate programs. Healthcare Informatics specialization courses (listed in order of completion):

- HCI310: Principles of Health Information Management
- HCI320: Healthcare Informatics
- HCI340: Quality Health Information Systems and Security
- HCI400: Coding and Reimbursement Systems
- HCM450*: Healthcare Information Systems

* Healthcare Administration and Management majors will take ITS400.

Healthcare Management

The Healthcare Management specialization provides students with a broad understanding of healthcare principles for practical application as a manager or leader of a department in the healthcare industry. The knowledge and skills experienced in the coursework are designed to provide key information for critical thinking and decision-making as it applies to healthcare issues.

Learning Outcomes

• Comprehend the fundamentals and history of healthcare.

• Synthesize the relationships between healthcare quality, organizational performance, and compliance to make decisions.

• Identify, evaluate, and respond to ethical issues found in the healthcare industry.

This specialization is available to students in all undergraduate programs except Healthcare Administration and Management. Healthcare Management specialization courses are listed in order of completion:

- HCM310: Introduction to the U.S. Healthcare System
- HCM320: Introduction to Health Policy
- HCM370: Quality and Risk Management in Healthcare
- HCM400: Managed Care and Health Insurance
- HCM420: Ethical Decisions in Healthcare Management

Human Resources and Organizational Development

The Human Resource and Organizational Development specialization is designed to provide a background in personnel management, staff training and development, policy and procedures, and more. Students gain in-depth knowledge of HR and corporate structure to complement their bachelor’s degree program coursework.

When paired with CSU-Global’s Bachelor of Science in Business Management degree program, this specialization is aligned with the Society for Human Resource Management’s HR Curriculum Guidebook and Templates. Through these guidelines, SHRM acknowledges this program meets their educational standards to prepare individuals for careers in Human Resources.

Learning Outcomes

• Strategies for staff development and planning training programs.

• Social, ethical, and legal influences on modern organizations.

• Human resources management strategies and compensation systems.

• Organizational culture, change dynamics, communication and conflict resolution.

This specialization is available to students in all undergraduate programs except Healthcare Administration and Management and Human Resource Management. Human Resources and Organizational Development specialization courses are listed in order of completion:

- HRM400* Human Resource Development and Management
- HRM450 Employment Law, Compensation and Policy
- HRM455 Training and Staff Development
- HRM460 Organizational Development
- MGT470** Conflict Management and Negotiation (HRM425) Creating a Diverse and Ethical Workforce

* Business Management majors after Fall 2012 will take HRM425.

** Organizational Leadership majors prior to Fall 2012 will take HRM425. Organizational Leadership majors after Fall 2012 will take MGT475.
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Information Technology Management
The Information Technology Management specialization provides students with a holistic understanding of organizational technologies from which they can make decisions, manage the associated human and technology resources, and strategically plan for organizational growth and effectiveness.

Learning Outcomes
• Understand technology from a management perspective.
• Understand how to meet and/or optimize organizational needs by proper management of information technology.
• Align the information technology needs with organizational needs.
• Comprehend the theoretical and applied uses of information technology in various business applications for problem-solving.
• Demonstrate understanding of the social, organizational, and ethical concerns of the practice of information technology.
• Evaluate software and hardware options for information systems management.
• Evaluate software and hardware information technology management solutions for variety of business/organizational needs.

This specialization is available to students in all undergraduate programs except Information Technology. Information Technology Management specialization courses are listed in order of completion:

ITS315: Introduction to Networks
ITS350: Information Systems and Security
ITS400: Information Technology Project Management
ITS405: Intermediate Networking
ITS430: Network Enterprise Solutions

Information Technology Operations
The Information Technology Operations specialization provides students with the skills necessary to secure employment in the highly-dynamic and fast-growing technology industry. Students are prepared to apply broad problem solving solutions to information technology issues with an emphasis on service, operations, and maintenance.

Learning Outcomes
• Gain technology certification exam preparation.
• Comprehend the theoretical and applied uses of information technology in various business applications for problem-solving.
• Apply knowledge and skills in system analysis and design, network design and administration, database design and development, operating systems, software and web application development, and IT security.
• Acquire technical skills in programming and technology trouble-shooting.

This specialization is available to students in all undergraduate programs except Information Technology and Management Information Systems and Business Analytics. Information Technology Operations specialization courses are listed in order of completion:

ITS310: Introduction to Computer-Based Systems
ITS315: Introduction to Networks
ITS320: Basic Programming
ITS410: Database Management
ITS430: Network Enterprise Solutions

Intelligence and Homeland Security
Please note: we are no longer accepting students into this specialization as of the 2015-2016 Fall-A trimester. Students currently enrolled in the program are not affected by this change. If you were interested in enrolling in this program, please contact an Enrollment Counselor at 800-920-6723 to discuss alternatives. This Specialization is designed to provide the theories, concepts, and practical applications associated with the protection of the United States. Students will learn the homeland security goals for readiness and responsiveness as defined by national policy as well as how to identify and protect critical infrastructures and key resources from threats including terrorism, drug trafficking, and cyber attacks. Procedures to reduce vulnerability, minimize damage, and recover from the effects of terrorist events will also be examined.

Learning Outcomes
• Analyze history and apply concepts of homeland security to situations in a dynamic threat environment.
ACADEMIC PROGRAMS

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• Examine threats against homeland security and differentiate between the major threat categories including natural, manmade, and information/technology.

• Interpret the components of a national protection plan and outline the steps for identifying critical infrastructures and key resources.

• Assess homeland security processes including threat analysis, indication systems, and warning constructs.

• Demonstrate knowledge of intelligence operations and the role these operations play in homeland security.

This specialization is available to students in all undergraduate programs. Intelligence and Homeland Security specialization courses in order of completion:

HLS300: Introduction to Homeland Security
HLS350: Terrorism
HLS375: Risk Analysis and Mitigation
HLS400: Critical Infrastructure and Key Resource Identification and Protection
HLS450: Intelligence

Marketing

The Marketing specialization provides students the exposure to the many facets of marketing including development, advertisement, distribution, and sale of products and services. The specialization focuses the learner on the management and use of research, planning, analysis, consumer communication, business relations, and decision-making techniques as used by marketing managers and directors through effective corporate communication channels.

Learning Outcomes

• Apply current theory in the field of marketing, especially in terms of understanding buyer behavior, defining target markets, identifying and evaluating market segments, and in demonstrating knowledge about elements of the marketing mix.

• Explain the impact of global competition, market forces and other external factors on the success and failure of specific marketing programs.

• Use market research tools and procedures to estimate market potential, conduct exploratory and descriptive research, forecast demand, and communicate research findings effectively, both orally and in appropriate written forms.

• Demonstrate analytical and critical-thinking skills with direct application to business/marketing environments.

This specialization is available to students in all undergraduate programs except Marketing. Marketing specialization courses are listed in order of completion:

• MKG310*: Introduction to Marketing
• MKG330: Consumer Behavior
• MKG350: Promotion and Public Relations
• MKG400: International and Multi-Cultural Marketing
• MKG470: Market Research

* Accounting, Business Management, and Healthcare Administration majors will take MKG410.

Operations Management and Supervision

This program prepares learners to fulfill the organizational roles and responsibilities of Operations Management and Supervision. The learner will evaluate how companies manage manufacturing processes and services effectively and efficiently and the use of information to improve organizational performance. The courses are focused on developing students’ knowledge, skills, and abilities in operations management, finance, management, leadership, strategic and critical thinking, decision making, and business governance. This specialization topic areas and content are aligned with APICS, The Association for Operations Management, Production and Inventory Management (CPIM) certification and the Certified Supply Chain Professional (CSCP) certification.

Learning Outcomes

• Describe the systems and processes necessary to develop and administer a world-class operations management department.

• Develop and implement integrated financial management and operations management systems.

• Apply leadership skills enabling all employees to add value to the operations management component of an organization.

• Apply the logic and critical thinking skills needed to allow one’s organization to be competitive in a global environment.

• Analyze the implications of laws, regulations, ethics, and contracts and apply the results of this analysis to
improving the procedures governing the actions of a company.

This specialization is available to students in all undergraduate programs. Operations Management and Supervision specialization courses are listed in order of completion:

OPS400: Operations Management
OPS402: Financial Performance in Operations Management
OPS404: Leadership in Operations Management
OPS405: Managing the Supply Chain
PJM400*: Project Procurement and Contract Management
* Project Management majors will take MGT475.

Organizational Leadership
The Organizational Leadership specialization provides students with a foundation of leadership theory, skills, and knowledge to lead teams and organizations. Students will also learn how to integrate and apply their learning to business policy and strategy implementation.

Learning Outcomes
• Comprehend the fundamental theories of effective leadership.
• Apply leadership principles to team dynamics.
• Analyze dynamics of change and how leaders can develop a culture adaptable to change.
• Understand communication theories and strategies for effective leadership communication.
• Synthesize the impact of effective leadership on policy development and strategy implementation.

This specialization is available to students in all undergraduate programs except Human Resource Management and Organizational Leadership. Organizational Leadership specialization courses are listed in order of completion:

MGT351*: Organizational Innovation and Change
HRM425**: Managing and Leading Team Dynamics
MGT470***: Conflict Management and Negotiation
ORG405: Principles and Practices of Effective Leadership
ORG423****: Communication Strategies for Leaders
* Interdisciplinary Professional Studies majors will take MGT350.
** Communication majors and Human Resource Management majors will take MGT410.
*** Healthcare Administration and Management majors and Human Resource Management majors will take ORG303.
**** Public Management majors will take COM305 and Healthcare Administration and Management majors will take COM400.

Professional Sales
Please note: we are no longer accepting students into this specialization as of the 2015-2016 Fall-A trimester. Students currently enrolled in the program are not affected by this change. If you were interested in enrolling in this program, please contact an Enrollment Counselor at 800-920-6723 to discuss alternatives. The Professional Sales specialization is designed for students that have a desire to pursue or elevate their career as a sales executive by learning advanced negotiation techniques. This specialization will provide the opportunity for participants to learn how to develop and execute a winning sales strategy and will also offer a better understanding of the important role sales plays in the success of an organization.

Learning Outcomes
• Demonstrate the ability to differentiate between various sales and prospecting models.
• Evaluate advanced negotiation techniques.
• Demonstrate knowledge and interpretation of sales leadership principles.
• Assess and analyze how emotional intelligence plays a role in the buying cycle.
• Create strategic plans to increase sales effectiveness.

This specialization is available to students in all undergraduate programs. Professional Sales specialization courses are listed in order of completion:

PSL300: The Professional Sales Process
PSL301: Aligning Strategy and Sales
PSL400: Principles of Sales Force Leadership
PSL450: Advanced Negotiations
PSL460: Emotional Intelligence and Sales
Project Management
The Project Management specialization provides students with the opportunity to analyze and apply theories and concepts associated with organizations where resources are limited and time is critical. Learners will focus on the management of contracts and asset procurement. Additionally, students will apply management of risk, project control, project monitoring, and earned value methods as well as assess the costs and benefits of total quality management.

Learning Outcomes
- Apply knowledge of project leadership theories/practical application in organizations.
- Apply effective written communication and research skills.
- Examination of management control, monitoring, and value methods.
- Demonstrate critical thinking skills for effective analysis in decision making.
- Assess costs, risks, and benefits of total quality management.

This specialization is available to students in all undergraduate programs except Project Management. Project Management specialization courses are listed in order of completion:

- PMJ310*: Introduction to Project Management
- PMJ330: Effective Project Scheduling and Control
- PMJ380: Project Management Tools
- PMJ400: Project Procurement and Contract Management
- PMJ410: Assessing and Managing Risk

* Organizational Leadership majors will take SOC460.

Public Administration
Please note: we are no longer accepting students into this specialization as of the 2015-2016 Fall-A trimester. Students currently enrolled in the program are not affected by this change. If you were interested in enrolling in this program, please contact an Enrollment Counselor at 800-920-6723 to discuss alternatives. The Public Administration specialization provides students with the knowledge and skills associated with the development and management of human, financial, and operational resources found in public and nonprofit organizations.

Learning Outcomes
- Synthesize factors of effective human resource management.
- Analyze the creation, implementation, and impact of public policies on organizations.
- Understand how to maximize the role of public relations of public and nonprofit initiatives.
- Comprehend the processes and perspectives related to public finance, budgeting, and revenue generation.

This specialization is available to students in all undergraduate programs except Public Management. Public Administration specialization courses are listed in order of completion:

- PMG300*: Public Administration
- FIN350: Principles of Finance for the Public Sector
- PMG320: Public Policy and Strategy
- PMG370**: Grant Writing
- PMG430: Human Resource Management in the Public Sector

* Applied Social Sciences majors will take PMG420.
** Human Services majors will take MGT302.

Public and Non-Profit Management
The Public and Non-Profit Management specialization is designed to prepare students for positions in both the public and non-profit sectors. Students specifically learn to apply management strategies to leading organizations in training and developing staff. Students will also develop skills in identifying and utilizing social, political and legal influences that drive organizational culture.

Learning Outcomes
- Strategies for staff development and planning training programs.
- Social, ethical, and legal influences on modern organizations.
- Human resources management strategies and compensation systems.
- Organizational culture, change dynamics, communication and conflict resolution approaches.

This specialization is available to students in all undergraduate programs except Public Management. Public and Non-
ACADEMIC PROGRAMS

Profit Management specialization courses are listed in order of completion:

- PMG300*: Public Administration
- FIN350: Principles of Finance for the Public Sector
- PMG320: Public Policy and Strategy
- PMG370**: Grant Writing
- SOC460: Community Development

* Applied Social Sciences majors will take PMG430.
** Human Services majors will take MGT302.

Small Business and Entrepreneurship
This specialization provides students with practical skills to develop and manage a small business or entrepreneurial venture. Core knowledge covers the necessary skills to profitably manage a small business including planning, management, marketing, finance, and human resources.

Learning Outcomes
- Demonstrate the knowledge and skills necessary to create a small business including developing a business plan, identifying and securing funding sources, and implementing marketing strategies.
- Apply entrepreneurship principles to the development and management of small businesses.
- Apply small business management strategies for successful growth in a global market.
- Evaluate the role of small businesses in an international market.

This specialization is available to students in all undergraduate programs. Small Business and Entrepreneurship specialization courses are listed in order of completion:

- SMB300: Introduction to Small Business/Entrepreneurship
- ORG305: Entrepreneurship in the Global Age
- SMB350: Funding Sources for Small Business/Entrepreneurial Organizations
- SMB400: Managing a Small Business/Entrepreneurial Organization
- MKG425: Marketing Strategy for Small Business

Strategic Communication
The Strategic Communication specialization is designed to provide managers and leaders with communication skills for internal and external communication effectiveness. The coursework features oral and written communication exercises and a broad knowledge base of the global and dynamic society.

Learning Outcomes
- Apply leadership, critical-thinking, problem solving, creativity, and strategic communication skills to a variety of communication scenarios.
- Comprehend the impact of diversity and culture on communication practices.
- Evaluate ethical, legal environment, and organizational influences on communication effectiveness.
- Demonstrate professional collaborative and knowledge-building behavior.
- Demonstrate proficiency in media, visual, information and technology literacy.

This specialization is available to students in all undergraduate programs except Communication. Strategic Communication specialization courses are listed in order of completion:

- COM325: Mass Communication and Society
- COM335: Foundations of Strategic Communication
- COM425: Communication, Conflict, and Persuasion
- COM455: Technical Communication
- COM400: Strategic Communication

Virtualization and Cloud Computing
The specialization in Virtualization and Cloud Computing is a 15 credit hour sequence of undergraduate level IT coursework designed to provide students with an in-depth review and analysis of virtualization and cloud computing technologies across a variety of platforms. It prepares students to implement and manage virtual and cloud technologies within an enterprise. The coursework provides a combination of both theoretical and professional competencies in the subject matter and introductory preparation for virtualization certifications.

Learning Outcomes
- Troubleshoot and administer a complex network environment.
- Compare and contrast between various cloud models.
• Evaluate business opportunities to utilize or migrate to virtualization solutions.

• "Implement best practices and strategies used for securing virtual environments.

• "Maintain and secure a virtualized server infrastructure.

This specialization is available to undergraduate students in the Information Technology and Management Information Systems and Business Analytics programs. Virtualization and Cloud Computing specialization courses are listed in order of completion:

ITS439: Virtualization Technology Fundamentals
ITS441: Cloud Technology Fundamentals
ITS442: Enterprise Cloud Computing
ITS443: Server Virtualization Technologies
ITS446: Securing Virtual and Cloud Systems
Once a student has completed all the courses within a specialization, they can request a non-transcribable Certificate of Completion to be mailed to them prior to the completion of their degree. Students should contact their advisor for more information.
Master's Degrees

CSU-Global currently offers 11 graduate-level degree programs. These include both academic Master of Science and professional focused Master programs:

- Master of Science in Management
- Master of Science in Organizational Leadership
- Master of Science in Teaching and Learning
- Master of Science in Teaching and Learning—Principal Licensure Concentration
- Master of Criminal Justice and Law Enforcement Administration
- Master of Finance
- Master of Healthcare Administration
- Master of Human Resource Management
- Master of Information Technology Management
- Master of International Management
- Master of Professional Accounting
- Master of Project Management

To ensure success, students who do not fulfill select admission criteria may be required to take one (1) additional credit-bearing course designed to familiarize them expectations for research, writing, and content knowledge. This Master's Plus course increases the program to 39 credits. Management applicants with GPA or content area deficiencies may be required to take RES500. Organizational Leadership, Criminal Justice and Law Enforcement Administration, and Healthcare Administration applicants with GPA deficiencies may be required to take RES501. These courses provide students with the opportunity to sharpen their skills and better prepare for the learning objectives of the program.

Master of Science in Management

The Master of Science in Management program is designed for individuals whose careers and management responsibilities transcend a single functional area requiring a broad range of knowledge, skills, and experience in management. The emphasis of the practical management degree program applies to startup, small, and large businesses within both the private and public sectors. The goal is to prepare students for upper management and executive-level positions by developing key managerial competencies—including systems thinking, critical thinking, economic analysis, decision making, international competencies, and ethical leadership applied across a range of industries. The program offers two tracks, a practitioner track and a research track.

Each core course in the program incorporates a portfolio quality project with close supervision and collaboration by the instructor requiring students to apply skills to specific scenarios. The final capstone course includes the application of research and established theory to design an innovative and original approach to address a current problem within the field of management. The M.S. in Management is additionally accredited by ACBSP.

The Society for Human Resource Management (SHRM) has acknowledged that the M. S. in Management program, when combined with the Specialization in Human Resource Management or Human Resource Performance, fully aligns with SHRM's HR Curriculum Guidebook and Template which was developed to define the minimum HR content areas that should be studied by HR students at the undergraduate and graduate levels. Visit http://www.shrm.org/Education/hreducation/Pages/universities.aspx.

Program Learning Outcomes

- Formulate strategic and effective management decisions that demonstrate a high level of knowledge of strategic planning, competitive intelligence, and ethical standards in a culturally diverse global marketplace.
- Demonstrate written communication skills to express ideals, research findings, data analysis, and recommendations effectively and persuasively with all organizational stakeholders using a variety of communications skills and tools.
- Develop comprehensive and cutting edge solutions to business problems by researching, analyzing, synthesizing and evaluating information using qualitative and quantitative analytical reasoning.
- Direct the effective use of technology in an organization to achieve superior organizational and individual performance, competitive advantage, and operational effectiveness within the global marketplace.
- Apply proven management theories and practices to resolve a wide range of organizational issues.
- Advance and foster a culture of innovation that uses new approaches, theoretical frameworks, and technologies to drive the economic performance of organizations.
ACADEMIC PROGRAMS

Courses
In master’s programs, students choose a core program and then select a specialization area, consisting of four (4) courses. Specializations allow students to take a sequence of courses in a career-relevant field. These courses will complement the program of study based on professional and personal interests.

The Master of Science in Management program consists of two tracks, a practitioner track and a research track, which are composed of 8 three-credit major courses, listed in the suggested order of completion:

Practitioner Track
(RE550* Fundamentals of Quantitative Analysis*)
MGT500 Organizational Behavior
ECN500 Global Economics
ACT500** Managerial Accounting
FIN500 Principles of Finance
MGT545 Strategic Planning and Innovation
MGT550 Systems Design
MGT576 Qualitative and Quantitative Analyses and Decision Making
MGT579 Capstone - Management
MGT595*** Management - Internship

Research Track
(RE550* Fundamentals of Quantitative Analysis*)
MGT500 Organizational Behavior
ECN500 Global Economics
ACT500** Managerial Accounting
FIN500 Principles of Finance
MGT545 Strategic Planning and Innovation
MGT550 Systems Design
MGT575 Critical Evaluation of Research and Theory
MGT581 Management: Strategy and Execution (Capstone)
MGT595*** Management - Internship

*Master’s Plus - Some M.S. in Management students may not be required to take RE5500 as part of their program if they do not have previous experience in accounting, finance, or business statistics

** Students with a background in accounting may substitute HRM515

*** MGT595 is an optional course that provides students with practical management experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Dual Degree Program
Students who begin in either the M.S. in Management or the M.S. in Organizational Leadership program in 2013 or later may be eligible to participate in the dual degree program. Upon completion of an additional 18 credit hours (54 credit hours total), students who enter this program may be eligible to receive both the M.S. in Management and the M.S. in Organizational Leadership degree. Students must enroll in the Dual Degree Program prior to conferral of their first degree.

For students initially enrolled in the M.S. in Management program, the following additional courses (three credits each) are required for a dual degree:

Practitioner Track
ORG555: Leading Diverse Teams
ORG525: Decision Theory in a Global Marketplace
ORG536: Contemporary Business Writing & Communication
ORG561: Examination of Modern Leadership
ORG576: Qualitative and Quantitative Research Methods
ORG579: Capstone - Organizational Leadership

Research Track
ORG555: Leading Diverse Teams
ORG525: Decision Theory in a Global Marketplace
ORG536: Contemporary Business Writing & Communication
ORG561: Examination of Modern Leadership
ORG575: Critical Evaluation of Research and Theory
ORG581: Organizational Leadership: Strategy and Execution

Master of Science in Organizational Leadership
The Master of Science in Organizational Leadership prepares students to lead dynamic organizations through complex changes in today’s global society. Students gain the ability to meet organizational needs by developing people and processes, as well as implementing strategic initiatives in order to maintain a competitive advantage. Specific topics include organizational structure, culture, leadership of diverse teams, decision making, and communication as each apply to the business needs of today. Students also have the opportunity to synthesize the knowledge they gain along with established theories and research in order
to analyze and evaluate a current organizational challenge and to propose solutions for increased effectiveness. The Society for Human Resource Management (SHRM) has acknowledged that this program is aligned with their HR Curriculum Guidebook and Template when combined with a Specialization in Human Resource Management or Human Resource Performance.

Program Learning Outcomes

• Analyze how individuals and groups interact within organizations.

• Develop knowledge of strategies that support stakeholders and enhance organizational capacity.

• Evaluate human behavior within organizations to understand effective leadership, organizational communication, ethical practices, and cogent decision-making principles.

• Demonstrate the ability to create and sustain lifelong learning to promote a cohesive culture within an organization.

• Assess current challenges of organizational leadership in historical and current contexts.

• Analyze and integrate theories of leadership within personal and professional contexts.

• Demonstrate skills for effective strategy development within an organization by completing a capstone project.

Courses

In master's programs, students choose a core program and then select a specialization area, consisting of four (4) courses. Specializations allow students to take a sequence of courses in a career-relevant field. These courses will complement the program of study based on professional and personal interests.

The Master of Science in Organizational Leadership program consists of two tracks, a practitioner track and a research track, which are composed of 8 three-credit major courses, listed in the suggested order of completion:

Practitioner Track

- RES501 Fundamentals of Research and Writing
- ORG502 Effective Organizations-Theory and Practice
- ORG530 Business Ethics and Corporate Social Responsibility
- ORG555 Leading Diverse Teams
- ORG561 Examination of Modern Leadership
- ORG525 Decision Theory in a Global Marketplace
- ORG536 Contemporary Business Writing and Communication
- ORG576 Qualitative and Quantitative Research Methods
- ORG579 Capstone - Organizational Leadership
- ORG595 Organizational Leadership Internship

Research Track

- RES501 Fundamentals of Research and Writing
- ORG502 Effective Organizations-Theory and Practice
- ORG530 Business Ethics and Corporate Social Responsibility
- ORG555 Leading Diverse Teams
- ORG561 Examination of Modern Leadership
- ORG525 Decision Theory in a Global Marketplace
- ORG536 Contemporary Business Writing and Communication
- ORG575 Critical Evaluation of Research and Theory
- ORG581 Organizational Leadership: Strategy and Execution
- ORG595 Organizational Leadership Internship

*Master's Plus - Some M.S. in Organizational Leadership Students may be required to take RES501 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree program is 39 credits.

** ORG595 is an optional course that provides students with practical management experience. This course may not be available in all states, see the State Specific Authorization Policy Under Admissions Policies.

Dual Degree Program

Students who begin in either the M.S. in Management or the M.S. in Organizational Leadership program in 2013 or later may be eligible to participate in the dual degree program. Upon completion of an additional 18 credit hours (54 credit hours total), students who enter this program may be eligible to receive both the M.S. in Management and the M.S. in Organizational Leadership degree. Students must enroll in the Dual Degree Program prior to conferral of their first degree.
For students who initially enrolled in the M.S. in Organizational Leadership program, the following additional courses (three credits each) are required for a dual degree:

**Practitioner Track**
- ACT500*: Managerial Accounting
- ECN500: Global Economics
- FIN500: Principles of Finance
- MGT545: Strategic Planning and Innovation
- MGT576: Qualitative and Quantitative Analyses and Decision Making
- MGT579: Capstone - Management

* Students with a background in accounting may substitute HRM515.

**Research Track**
- ACT500*: Managerial Accounting
- ECN500: Global Economics
- FIN500: Principles of Finance
- MGT545: Strategic Planning and Innovation
- MGT575: Critical Evaluation of Research and Theory
- MGT581: Management: Strategy and Execution

* Students with a background in accounting may substitute HRM515.

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**Master of Science in Teaching and Learning**
The Master of Science in Teaching and Learning program elevates students’ leadership competencies, intellect, and professional knowledge of K-12 educational best and emerging practices. The program is designed to develop educational leaders through its emphasis on instruction, research-based practices, and program development and management in K-12 learning environments and non-traditional settings. Through a curriculum that is both rigorous and relevant and that implements and assesses project-based outcomes, students will gain techniques for the promotion of lifelong learning and academic excellence as well as learn to analyze and evaluate teaching and learning principles to meet specific educational needs. CSU-Global does not provide educator licensing or endorsement.

**Program Learning Outcomes**
- Identify strategies for developing, administering, evaluating, and managing educational programs.
- Examine various learning theories and design teaching and assessment strategies for specific learning environments.
- Acquire advanced instructional and design principles.
- Explore and facilitate the use of contemporary and emergent technologies relevant to learning environments.
- Apply skills for effective program planning and development within an educational setting.

**Courses**
In master’s programs, students choose a core program and then select a specialization area, consisting of four (4) courses. Specializations allow students to take a sequence of courses in a career-relevant field. These courses will complement the program of study based on professional and personal interests.

The Master of Science in Teaching and Learning program consists of 8 three-credit major courses, listed in the suggested order of completion:

(RES501*: Fundamentals of Research and Writing)
- OTL502: Learning Theories and Models of Instruction
- OTL504: Social, Ethical, and Legal Issues in 21st Century Learning
- OTL540K: Theory and Practice in Backward Design
- OTL541K: Evaluation and Assessment
- OTL545: Technology and Innovation
- OTL565: Cultural and Linguistic Diversity in the Differentiated Classroom
- OTL568: Action Research

Capstone**: OTL579: Research-Based Professional Project OR OTL581: Capstone - Researching Effective Educational Programming

* Master’s Plus - Some M.S. in Teaching and Learning students may be required to take RES501 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.

** Effective as of the 2013-2014 Winter-A term, students have the option of selecting OTL579 or OTL581 as their capstone course. OTL581 is a replacement course for OTL599. Students who started prior to the 2013-2014 Winter-A term may select to complete OTL599 as their capstone degree requirement instead of these options.

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**Master of Science in Teaching and Learning — Education Leadership Principal Licensure Concentration**
The Education Leadership Principal Concentration within the Master of Science in Teaching and Learning is designed to provide students with the educational leadership skills necessary for being a Principal. The program is aligned with
ACADEMIC PROGRAMS

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the Interstate Leader’s Licensure Consortium’s national standards and the Colorado Principal Licensure Standards. These defined standards provide outcomes that are fundamental for educational leaders to have in today’s complex schools—vision, instructional leadership, management, community collaboration, integrity, and comprehension of educational context in our society. Students will apply these principles and objectives in practical academic settings both in the coursework and through an ongoing internship experience integrated into all the courses of this concentration.

The Master of Science in Teaching and Learning — Principal Licensure Concentration is a 39 credit hour graduate degree program that consists of five core courses (15 credit hours) in the teaching and learning major and eight courses (24 credit hours) in the Principal Concentration focused on educational leadership and administration. Students in this concentration program are not required to complete a graduate-level specialization. This program is also offered as a non-degree Principal Licensure Certificate.

The certifying agent for the completion of the Principal and Assistant Principal program of study is the CSU-Global Campus Registrar. Eligibility for licensure will be indicated on the official transcript.

Due to state authorization this program may not be available in all states, see the State Specific Authorization Policy regarding internships and practica, under Admissions Policies.

Provisions for Admissions
In addition to CSU-Global’s graduate degree admissions requirements, students interested in completing the Principal Licensure Concentration must complete additional provisions. The following documents must be submitted through the Student Portal no later than 14 days prior to start of the term in which the student wishes to enroll in EDL500:

- A copy of the student’s current teaching license.
- Vision statement defining their view of “great school leadership.”
- An identity history summary that includes a Declaration of Eligibility form and a complete set of fingerprints taken by a qualified law enforcement agency.
- A resume that provides documented evidence of two or more years of full-time successful experience working as a licensed or certificated professional in a public or non-public elementary or secondary school in the United States, additional professional employment, leadership skills, special skills, publications, exhibitions, awards, and service activities.
- A reference letter completed by a school administrator indicating that the student has the skills and disposition to be an effective school leader.

Program Learning Outcomes
- Facilitate the development, articulation, implementation, and stewardship of a learning vision shared and supported by educational stakeholders.
- Validate, nurture, and sustain a school culture and instructional program conducive to student learning and staff professional growth.
- Manage the organization, operation, and resources of a school to create a safe, efficient, and effective learning environment.
- Collaborate with stakeholders to develop systems and relationships to engage and leverage resources, from within and outside the school, to maximize the school’s ability to successfully implement initiatives that better serve the diverse needs of students.
- Create and utilize processes to empower leadership teams that support change and encourage improvements consistent with policies, laws, and agreements.

Principal Licensure State Requirements
Principal Licensure requirements vary from state-to-state. This program was established and approved based on the State of Colorado standards (http://cde.state.co.us/ cdeprof/Licensure_Prin_req.asp). Students are solely responsible for checking what the specific requirements are from their state’s Department of Education.

Courses
The Master of Science in Teaching and Learning with a Principal Licensure Concentration program consists of 13 three-credit core courses, listed in the suggested order of completion:

(RES501*: Fundamentals of Research and Writing) OTL502: Learning Theories and Models of Instruction
Master of Science in Teaching and Learning — Teacher Licensure Math Concentration

The Teacher Licensure Math Concentration within the Master of Science in Teaching and Learning is designed to provide students with the skills necessary for being an effective teacher within the mathematics discipline. The program is aligned with the InTASC Model Core National Teaching Standards, the Performance-Based Standards for Colorado Teachers, the Colorado Educator Effectiveness Teacher Quality Standards, and the Colorado 8.0 Content Standards to provide outcomes that are fundamental in today’s complex schools. Students apply these principles and objectives in practical academic settings through coursework and through an ongoing student teaching experience integrated into all the courses.

The Master of Science in Teaching and Learning — Teacher Licensure Math Concentration is a 36 credit hour graduate degree program that consists of four core courses (12 credit hours) in the teaching and learning major and seven courses (24 credit hours) in the Teacher Licensure Concentration. Students in this concentration program are not required to complete a graduate-level specialization. This program is also offered as a non-degree Teacher Licensure.

The certifying agent for the completion of this Licensure program is the Colorado State University-Global Campus Registrar. Eligibility for licensure will be indicated on the official transcript.

Due to state authorization this program may not be available in all states, see the State Specific Authorization Policy regarding internships and practica, under Admissions Policies.

Provisions for Admissions

Students interested in completing the Teacher Licensure Math program must complete additional provisions. The following documents must be submitted through the Student Portal no later than 14 days prior to start of the term in which the student wishes to enroll in OTL501:

• Official documentation of a passing score of 220 on the Mathematics (04) PLACE test OR a passing score of 160 on the Praxis II Mathematics (#5161) exam. Visit http://www.cde.state.co.us/cdeprof/content_tests for more information.
• A Declaration of Eligibility form.
• Colorado fingerprint requirement met.
• A vision statement defining their view of “effective teachers.”
• A resume that includes all collegiate work, professional employment, teaching skills, teaching or training experience, special skills, publications, exhibitions, awards, and service activities.
• A reference letter indicating that the candidate has the skills and disposition to be an effective teacher.

Program Learning Outcomes

• Demonstrate mastery of and pedagogical expertise in the content they teach.
• Establish a safe, inclusive, and respectful learning environment for a diverse population of students.
• Plan and deliver effective instruction and assessment.
• Reflect on their practice and take responsibility for student academic growth.
• Demonstrate leadership in their schools.
Teacher Licensure State Requirements
Teacher Licensure Math requirements vary from state-to-state. This program was established and approved based on the State of Colorado standards (http://cde.state.co.us/educatoreffectiveness/teacherqualitystandardsreference-guide). Students are solely responsible for checking what the specific requirements are from their state’s Department of Education.

Courses
The Master of Science in Teaching and Learning with a Teacher Licensure Math Concentration program consists of 10 three credit core courses and 1 six credit course (OTL):

(RES501*: Fundamentals of Research and Writing)
OTL501: Educator Effectiveness
OTL502: Learning theories and Models of Instruction
OTL516: Effective Mathematics Instruction
OTL540K: Theory and Practice in Backward Design
OTL541K: Evaluation and Assessment
OTL565: Cultural and Linguistic Diversity in the Differentiated Classroom
OTL: Student Teaching
OTL504: Social, Ethical and Legal Issues in 21st Century Learning
OTL545: Technology and Innovation
OTL568: Action Research
OTL579: Research-Based Professional Project OR
OTL581: Capstone - Researching Effective Educational Programming
OTL 595: Student Teaching
* Master’s Plus - Some M.S. in Teaching and Learning students may be required to take RES501 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.

Master of Science in Teaching and Learning — Teacher Licensure Science Concentration
The Teacher Licensure Science Concentration within the Master of Science in Teaching and Learning is designed to provide students with the skills necessary for being an effective teacher within the science discipline. The program is aligned with the InTASC Model Core National Teaching Standards, the Performance-Based Standards for Colorado Teachers, the Colorado Educator Effectiveness Teacher Quality Standards, and the Colorado 8.0 Content Standards to provide outcomes that are fundamental in today’s complex schools. Students apply these principles and objectives in practical academic settings through coursework and through an ongoing student teaching experience integrated into all the courses.

The Master of Science in Teaching and Learning — Teacher Licensure Science Concentration is a 36 credit hour graduate degree program that consists of four core courses (12 credit hours) in the teaching and learning major and seven courses (24 credit hours) in the Teacher Licensure Concentration. Students in this concentration program are not required to complete a graduate-level specialization. This program is also offered as a non-degree Teacher Licensure.

The certifying agent for the completion of this Licensure program is the Colorado State University-Global Campus Registrar. Eligibility for licensure will be indicated on the official transcript.

Due to state authorization this program may not be available in all states, see the State Specific Authorization Policy regarding internships and practica, under Admissions Policies.

Provisions for Admissions
Students interested in completing the Teacher Licensure Science program must complete additional provisions. The following documents must be submitted through the Student Portal no later than 14 days prior to start of the term in which the student wishes to enroll in OTL501:

• Official documentation of a passing score of 220 on the Science (05) PLACE test OR a passing score of 152 on the Praxis II General Science (#0435 or #5435) exam. Visit http://www.cde.state.co.us/cdeprof/content_tests for more information.
• A Declaration of Eligibility form.
• Colorado fingerprint requirement met.
• A vision statement defining their view of “effective teachers.”
• A resume that includes all collegiate work, professional employment, teaching skills, teaching or training experience, special skills, publications, exhibitions, awards, and service activities.
• A reference letter indicating that the candidate has the skills and disposition to be an effective teacher.

Program Learning Outcomes
**ACADEMIC PROGRAMS**

- Demonstrate mastery of and pedagogical expertise in the content they teach.

- Establish a safe, inclusive, and respectful learning environment for a diverse population of students.

- Plan and deliver effective instruction and assessment.

- Reflect on their practice and take responsibility for student academic growth.

- Demonstrate leadership in their schools.

**Teacher Licensure State Requirements**

Teacher Licensure Science requirements vary from state-to-state. This program was established and approved based on the State of Colorado standards (http://cde.state.co.us/educatoreffectiveness/teacherqualitystandardsreferenceguide). Students are solely responsible for checking what the specific requirements are from their state’s Department of Education.

**Courses**

The Master of Science in Teaching and Learning with a Teacher Licensure Science Concentration program consists of 10 three credit core courses and 1 six credit course (OTL):

- (RES501*: Fundamentals of Research and Writing)
- OTL501: Educator Effectiveness
- OTL502: Learning theories and Models of Instruction
- OTL518: Effective Science Instruction
- OTL540K: Theory and Practice in Backward Design
- OTL541K: Evaluation and Assessment
- OTL565: Cultural and Linguistic Diversity in the Differentiated Classroom
- OTL: Student Teaching
- OTL504: Social, Ethical and Legal Issues in 21st Century Learning
- OTL545: Technology and Innovation
- OTL568: Action Research
- OTL579: Research-Based Professional Project OR OTL581: Capstone - Researching Effective Educational Programming
- OTL 595 Student Teaching

* Master’s Plus - Some M.S. in Teaching and Learning students may be required to take RES501 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.

**Master of Criminal Justice and Law Enforcement Administration**

The Master’s of Criminal Justice and Law Enforcement Administration provides an advanced understanding of theory and best practices of individuals in management positions of criminal justice, fraud management, and law enforcement organizations. The curriculum addresses topics including ethics, decision making, and the impact of crime in society to improve the effectiveness of criminal justice systems. This program serves as a pathway to career advancement and/or for doctoral study. Minnesota residents: The Criminal Justice and Law Enforcement Administration program does not satisfy the Minnesota requirements for licensure as a law enforcement/police officer.

**Program Learning Outcomes**

- Examine crime and control from a range of theoretical perspectives and from a global spectrum.

- Identify and read research studies in academic and scientific sources and understand them in terms of design, data collection, and analytical method.

- Assess and synthesize scientific evaluation research in policy analysis and recommendation.

- Discuss the roles, strategies, and impacts of effective leadership and management.

- Evaluate the role of community-based justice in preventing crime and the “revolving door” and explore strategies of engaging community in justice planning.

- Appreciate professional ethics for criminal justice organizations and professionals and demonstrate the ability of exercising ethical judgment in the events emerging in professional fields.

- Show current knowledge of high-tech and occupational crimes in cause, detection, investigation, prosecution, and prevention.

**Courses**

The Master of Criminal Justice and Law Enforcement Administration program consists of 8 three-credit major courses, listed in the suggested order of completion:

- (RES501*: Fundamentals of Research and Writing)
- CRJ500: Criminological Theory
- CRJ530: Ethics, Justice, and Social Control
CRJ540: Criminal Justice Policy Development and Analysis
CRJ545: Restorative Justice: A Social Movement
CRJ550: Administration and Management of Criminal Justice Organizations
CRJ570: Applied Research for Criminal Justice Professionals
CRJ575: Analytical Methods
CRJ580: Criminal Justice Capstone Experience
CRJ Criminal Justice Internship**

* Master’s Plus - Some Master of Criminal Justice and Law Enforcement Administration students may also be required to take RES501 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.

** CRJ is an optional course that students may select if they currently work in a criminal justice setting. Students will be required to pass a criminal background check including fingerprinting prior to taking CRJ. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Master of Finance
The Master of Finance program is designed to develop leadership, international perspectives, and operational skills in finance by focusing on career development that incorporates state-of-the-art nontraditional and emerging electronic formats. This program is intended to enhance the knowledge, skills, and abilities of students in the vital areas of financial management, investment, capital market analysis, applied research, and quantitative skills.

Program Learning Outcomes
- Demonstrate solid analytical and financial decision-making skills in a logical and coherent manner in both oral and written communication.
- Adapt to changing global business environments by formulating financial strategies for the global marketplace.
- Demonstrate a solid foundation in ethical standards for financial decision making and leadership.
- Apply the theory and practice of finance from a managerial perspective.
- Perform financial statements analysis to evaluate the financial health of companies and make informed decisions.
- Determine the risk adjusted valuation of financial assets, such as bonds, stocks, and derivative securities.
- Evaluate investment projects and perform skilled security analysis, risk measurement, and portfolio management.

Courses
The Master of Finance program consists of 8 three-credit core courses, listed in the suggested order of completion:

- (RES500*: Fundamentals of Quantitative Analysis)
- ORG502: Effective Organizations—Theory and Practice
- FIN500: Principles of Finance
- FIN507: Bank Management
- FIN530: Corporate Finance
- FIN540: Investments
- FIN550: Financial Markets and Institutions
- FIN570: Insurance and Risk Management
- FIN580: Capstone — Finance

* Master’s Plus - Some Master of Finance students may also be required to take RES500 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.

Master of Healthcare Administration
The Master of Healthcare Administration program prepares students for a wide variety of leadership roles within the healthcare industry. The program incorporates leadership skills, knowledge, analytical abilities, global perspective, and management tools needed to effectively and efficiently lead and manage in both private and public healthcare organizations. Students gain an increased understanding and awareness of the policies, laws, politics, problems, and issues facing the healthcare industry with an emphasis on the areas of quality assurance, risk management, managed care, insurance, healthcare laws and regulations, ethics, and other information and practices important to managing within a healthcare environment.

Program Learning Outcomes
- Acquire the knowledge and skills needed to identify and solve healthcare organizational problems using a systematic decision making approach.
- Demonstrate the skills needed to manage, develop, and motivate organizations to meet changing organizational needs in a healthcare environment.
ACADEMIC PROGRAMS

- Conduct a critical analysis of problems, research, solution alternatives, and the environment in the development and execution of a strategy as it relates to the healthcare enterprise

- Develop awareness of the policies, procedures, laws, and ethics of the diverse array of healthcare alternatives.

- Apply business administration and management knowledge to the healthcare industry within the domains of management, organizational leadership, quantitative reasoning for business, accounting, applied business research, operations management, finance, marketing, and strategic planning and implementation.

- Synthesize the value of personal and professional development, community service, and life-long learning.

Courses
The Master of Healthcare Administration program consists of 8 three-credit major courses, listed in the suggested order of completion:

- (RESS01*: Fundamentals of Research and Writing)
- HCM500: The U.S. Healthcare System
- HCM502: Organizational Behavior and Human Resources in Healthcare
- HCM515: Health Law and Ethics
- HCM520: Quality and Performance Improvement in Healthcare
- HCM550: Healthcare Policy Analysis and Development
- HCM565: Healthcare Finance
- HCM570: Healthcare Information Systems
- HCM580: Strategic Management in Healthcare
- HCM595**: Healthcare Management Internship

* Master’s Plus - Some Master of Healthcare Administration students may also be required to take RESS01 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.

** HCM595 is an optional course that will provide students with practical experience in management organizations. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Master of Human Resource Management
The Master of Human Resource Management prepares students for a wide variety of leadership roles within the field of human resources. Students will learn to utilize advanced theories in practical applications as they related to effective employee management and organizational objectives. Specific topics include leading dynamic and diverse teams, understanding legal and ethical decision making, managing performance to achieve results, and the strategic planning and execution of human resource initiatives. This program is aligned with the Society for Human Resource Management’s HR Curriculum Guidebook and Templates.

Program Learning Outcomes
- Manage operational and strategic issues related to social, economic, and technological changes in public and private organizations.

- Resolve conflict and create guidelines for conduct and behavior expectations, especially when related to law, ethics, and corporate responsibility.

- Administer human resource management and labor affairs such as collective bargaining and industrial relations.

- Recruit, hire, evaluate, and train employees in a diverse workplace through strategic planning and the development of organizational culture.

- Execute successful management and process outcomes utilizing performance appraisals, compensation, and training.

- Examine strategies, structures, and techniques to provide organizational improvements in a dynamic business environment.

Courses
The Master of Human Resource Management program consists of 8 three-credit core courses, listed in the suggested order of completion:

- (RESS01*: Fundamentals of Research and Writing)
- ORG502: Effective Organizations-Theory and Practice
- HRM500: Managing Human Resources
- HRM515: Legal and Human Resource Dimensions of Business Management
- HRM516: Effective Labor Management
- HRM520: Managing Performance for Results
ORG555: Leading Diverse Teams  
HRM522: Human Resource Planning  
HRM580: Capstone - Human Resource Management  
HRM595*: Human Resource Management  

* Master’s Plus - Some Master of Human Resource Management students may also be required to take RES501 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.

** HRM595 is an optional course that will provide students with practical experience in human resource management. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Master of Information Technology Management
The Master of Information Technology Management program is designed to prepare students for a wide variety of leadership roles within technology-rich environments. The program focuses on applying global perspectives and essential leadership tools to the strategic planning and efficient implementing of IT operations to meet organizational objectives. Through an increased understanding and awareness of the effective use of technical advancements at the enterprise level, graduates of this program will be prepared for positions as information technology managers or senior leaders in technology-driven industries.

Program Learning Outcomes
- Demonstrate technical knowledge, skills, and abilities.
- Apply effective and efficient technological solutions to issues in a complex enterprise.
- Evaluate the potential ethical and legal ramifications of information technology in a complex organization and on society.
- Align organizational and IT objectives for optimal accomplishment of common strategic business goals by utilizing internal staff, vendors, partners, and consultants.
- Recommend and execute technology-based solutions that are aligned with strategic and operational objectives of the organization.
- Communicate IT plans and recommendations to decision-making groups and others.

The Master of Information Technology Management program consists of 8 three-credit core courses, listed in the suggested order of completion:

(RES500*: Fundamentals of Quantitative Analysis)  
ISM501: IT Management  
ISM511: Managing Virtualized and Cloud Systems  
ISM521: Managing Enterprise Resource Planning (ERP) Systems  
ISM525: Ethical Considerations in Managing Information Technology  
ISM545: Information Technology Auditing and Assurance  
ISM550: Information Systems and Security  
ISM561: Business Continuity and Disaster Recovery  
ISM581: Capstone — Information Technology Management  

* Master’s Plus - Some Master of Information Technology Management students may also be required to take RES500 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.

Master of International Management
The Master of International Management program prepares students for leadership roles in multinational corporations and non-governmental organizations. Students gain leadership skills and a comprehensive understanding of cultural business issues, international regulations, and the strategic planning necessary to succeed in today’s dynamic global marketplace. Students also learn the challenges of expansion, technology use, corporate social responsibility, and effective decision making on an international scale.

Program Learning Outcomes
- Develop comprehensive strategic business plans for global expansion.
- Understand compliance and regulatory requirements for international hiring and managing of foreign and remote employees.
- Evaluate the proper technologies needed to sustain and secure infrastructure, data, and proprietary information.
- Analyze competitive markets and the economic and political factors that affect them.
• Evaluate currency and exchange rate fluctuations, and determine how they affect investments and financial planning.

• Recommend strategies to support principles of corporate sustainability, social responsibility, and ethics within a global environment.

Courses
The Master of International Management program consists of 8 three-credit core courses, listed in the suggested order of completion:

- (RES501*: Fundamentals of Research and Writing)
- ORG502: Effective Organizations—Theory and Practice
- ACT500: Managerial Accounting
- MIM500: Business Strategy in the Global Economy
- MIM510: International Trade
- MIM520: Global Financial Management
- MIM530: Technology Management in the Global Economy
- MIM560: International Business
- MIM580: Capstone - International Management
- MIM595**: International Management Internship

* Master’s Plus - Some Master of International Management students may also be required to take RES501 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.

** MIM595 is an optional course that provides students with practical internship management experience

Master of Professional Accounting
The Master of Professional Accounting (MPAcc) degree is designed to meet the educational requirements for students interested in working as professional accountants and supports students looking to meet the educational requirements of the Certified Public Accountants’ examination. Through an emphasis on leadership, teamwork, planning, and communication skills, the MPAcc program prepares students for leadership roles in public accounting, corporations, government agencies, and other career fields. This 30 credit hour program includes 24 credits of required coursework and 6 credits of elective coursework to help students design a program that meets their specific needs. Students in this program are not required to fulfill the Specialization requirements included in other majors.

Program Specific Admission Requirements
In addition to the institutional graduate admission standards, students seeking admission to the Master of Professional Accounting program must have an undergraduate degree with a major or concentration in accounting, which includes a minimum of 21 credit hours of upper division accounting coursework. If this requirement is not met, students can seek admission with program coordinator approval as long as they meet one of the following conditions:

• Student has at least 15 hours of upper-division accounting coursework and previous experience in accounting.

• Student has an M.B.A. with 12 hours of accounting coursework and previous experience in accounting.

Students who meet one of the above conditions but do not have prerequisite CSU-Global coursework (including ACT350, ACT360, ACT405, ACT450, ACT460, and ACT470), or its equivalent are provisionally admitted to the program.

To gain full admission to the Master of Professional Accounting program, provisionally admitted students must complete the above coursework within 12 months of starting and maintain a 3.0 grade point average without receiving a grade lower than a C in any coursework.

The prerequisite coursework is designed to prepare students for the Master of Professional Accounting program. Students seeking to become CPAs may need to take additional courses in order to meet state requirements. Other courses may need to be taken to comply with the prerequisites of some electives.

Program Learning Outcomes
- Develop accounting strategies to solve organizational problems and improve performance.

- Apply qualitative and quantitative analyses in decision making and problem solving.

- Evaluate and manage ethical and legal conflicts or issues.

- Adapt accounting methods and practices to meet the needs of employees and leaders within an organization.
• Analyze and apply economic and financial concepts, principles, and theories to problems and opportunities.

• Communicate effectively on business issues and various corporate situations.

• Understand the fundamental principles and impact of accounting standards (domestic and international) as well as amendments on accounting transactions.

Courses
The Master of Professional Accounting program consists of 10 (8 core and 2 elective) three-credit courses, listed in the suggested order of completion:

- (RES501*: Fundamentals of Research and Writing)
- ACT506: Advanced Accounting II
- ACT510: Forensic Accounting and Fraud Examination
- ACT520: International Accounting
- ACT560: Accounting Ethics
- ACT570: Advanced Cost Accounting
- ACT575: Advanced Auditing and Assurance Services
- ACT555: Governmental Accounting
- Two electives from the following list:
  - ACT550: Advanced Income Taxation
  - ACT557: Advanced Fraud Investigation
  - ACT558: Fraud Data Analysis
  - MGT510: Strategy Planning
  - FIN530: Corporate Finance
- ACT580: Capstone - Accounting
- ACT595**: Accounting - Internship

* Master’s Plus - Some Master of Professional Accounting students may also be required to take RES501 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 33 credits.

**ACT595 is an optional course that will provide students with practical experience in accounting. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Master of Project Management
The Master of Project Management degree integrates the study of core business disciplines and project management with the advanced leadership and decision-making skills needed to excel in high-performing, global organizations. Students will gain the business and management skills to evaluate, synthesize, analyze, and apply the concepts when leading unique projects on a multinational scale. Project management best practices are acknowledged and applied throughout the program including planning and execution, managing contracts and asset procurement, and leading complex projects and teams. Advanced topics include decision sciences, risk management, project control and monitoring, and financial metrics.

Program Learning Outcomes
- Identify and solve organizational problems using a systematic decision making approach.

- Apply advanced principles of project management and organizational development.

- Critically analyze the environment, identify problems, and research alternative solutions in the development and execution of strategy within a global marketplace.

- Analyze individual/group activities and research projects.

- Execute strategic planning and best practices for cost and risk management, financial metrics, monitoring, and evaluation.

- Apply techniques for quantifying and managing the impact of change on a project.

- Evaluate testing, reliability, validity, and product quality data to ensure project success.

- Determine the primary traits and factors associated with successful leaders from a performance perspective through the use of leadership inventories and assessments.

- Apply ethical theories and models to global business policies, practices, and trends via case studies and scenarios.

- Identify requirements for staffing and managing international projects.

Courses
The Master of Project Management program consists of 8 three-credit core courses, listed in the suggested order of completion:

- (RES501*: Fundamentals of Research and Writing)
- ORG502: Effective Organizations—Theory and Practice
ACADEMIC PROGRAMS

OPS510: Operations Management
PJM500: Project Management
PJM525: Business Analysis
PJM530: Contracts, Procurement, and Risk Management
PJM535: Project Metrics, Monitoring, and Control
PJM560: Project Management Office (PMO)
PJM580: Capstone — Project Management
PJM595: Project Management Internship**

* Master’s Plus - Some Master of Project Management students may also be required to take RES501 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.
**The PJM595 Project Management Internship provides students with practical experience in project management. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Graduate Specializations

Students must complete a specialization that consists of four (4) graduate courses (12 semester hours of credit) as a supplement to their program major. Specializations allow students to select a series of courses in a career-relevant area based on professional/personal interests.

Not all specializations are available for all degree programs. See the Master’s Degree Specialization Chart for more information. Students should consult the requirements for their specific degree program prior to starting specialization coursework. Students should complete most major courses for their program (except the capstone prep and capstone project) before taking specialization courses.

Once a student has completed all the courses within a specialization, they can request a non-transcribable Certificate of Completion to be mailed to them prior to the completion of their degree. Students should contact their advisor for more information.

Accounting

This specialization provides students with advanced accounting knowledge in the content areas which include theory and practice, forensic accounting, income taxation and ethics. Students interested in the specialization should have a firm knowledge of accounting including application of Generally Accepted Accounting Principles (GAAP).

Learning Outcomes
- Acquire advanced accounting knowledge for candidates seeking to sit for the Uniform CPA Examination.
- Demonstrate advanced accounting skills to be used in real-world, practical situations.
- Explain relevant topics in accounting related to current global issues.
- Apply critical thinking skills to solve complex accounting and tax problems.
- Develop advanced accounting knowledge and skills necessary to become an immediate productive member of an organization.

This specialization is available for students in all graduate programs except Master of Professional Accounting as well as the M.S. in Teaching and Learning program. Accounting specialization courses in order of completion:

ACT506: Advanced Accounting II
ACT510: Forensic Accounting and Fraud Examination
ACT550: Advanced Income Taxation
ACT560: Accounting Ethics

Applied Business Management

This specialization facilitates student’s awareness of topics present in global business including communications, international accounting, and finance and economic aspects. Coverage of these topics contributes to understanding unique aspects in conducting business from a global perspective.

Learning Outcomes
- Understand and apply accounting information for effective decision-making in the strategic planning process.
- Understand the principles and theories of finance to analyze statements and financial information for effective decision-making in competitive environments.
- Analyze and evaluate theories and decision processes of change management in organizations in aspects of technology, market opportunities, core competencies, and skill acquisition.
- Synthesize internal and external factors of strategic management to optimize organizational positioning and competitiveness in today’s dynamic marketplace.

This specialization is available for students in all graduate programs except the following: M.S. in Management and the Management/Organizational Leadership Dual Degree.
Applied Business Management specialization courses in order of completion:

- ACT500*: Managerial Accounting
- FIN500**: Principles of Finance
- MGT510: Strategy Planning
- MGT571: Strategic Product Innovation

* Master of International Management students will take ACT505. Master of Project Management students will take FIN520.
** Master of Finance students will take FIN520.

Business Intelligence

This Specialization teaches students to convert data into information organizations can use to meet strategic objectives. Students gain a working knowledge of the tools and techniques used for collecting, analyzing, and transforming data into functional business applications for effective decision making.

Learning Outcomes

- Demonstrate a functional knowledge of business intelligence in enterprise organizations.
- Conduct detailed analysis of organizational processes and provide practical solutions to improve operational functions.
- Utilize business intelligence tools and techniques to develop relevant data systems and applications.
- Evaluate organizational need and provide solutions that align with strategic goals and maximize productivity.
- Create data models that ensure developers understand the needs of the business and meet them in the database system.

This specialization is available to students in all graduate programs except the M.S. in Teaching and Learning program. Business Intelligence specialization courses in order of completion:

- ISM540: Introduction to Business Intelligence
- ISM541: Data Warehousing in Enterprise Environments
- ISM542: Business Analytics
- ISM543: Enterprise Performance Management

Contemporary Practices in K-12 Online Learning

This specialization offers professional educators an opportunity to learn focused skills in K-12 online teaching. As schools expand their online offerings and as students expect more technological engagement, educators need to be comfortable and adept with best practices in online education including teaching, assessment, community building, and instructional design. The needs of today’s global educators are addressed through these three core courses and a hands-on practicum. CSU-Global does not provide educator licensing or endorsement.

Learning Outcomes

- Articulate the history of online education, its impact on K-12 education, and the future of K-12 online education based on current trends.
- Recognize and integrate best practices in K-12 online teaching including content development, assessment, and classroom management.
- Create dynamic school communities in the online setting and improve communication with students, student families and colleagues.
- Integrate digital literacy and digital citizenship as it applies to both their courses and their students.
- Design methods to differentiate and personalize learning in the online classroom.

This specialization is only available to students in the M.S. in Teaching and Learning program. Contemporary Practices in K-12 Online Learning specialization courses in order of completion:

- OTL538K: 21st Century Teaching and Learning
- OTL545K: Building Online Learning Communities
- OTL562K: Assessment, Differentiation, and Design
- OTL578: Seminar - K-12 Online Teaching

Criminal Justice Leadership

This specialization is designed to provide professionals in criminal justice organizations with fundamental knowledge and insight. The coursework is focused on the key factors needed for effective industry leadership and decision-making: ethics, policy development, management, and criminology theory.

Learning Outcomes
• Gain an advanced understanding of the ethical issues facing criminal justice organizations and personnel.

• Analyze and apply the influences leadership and management have on a criminal justice organizational culture.

• Integrate the policy and political implications of criminal justice administration and leadership.

• Compare and contrast criminological theories and understand the relationship between theory and practice.

This specialization is available to all graduate programs except the M.S. in Teaching and Learning and the Master of Criminal Justice and Law Enforcement Administration programs. Criminal Justice Leadership specialization courses in order of completion:

CRJ500: Criminological Theory
CRJ530: Ethics, Justice and Social Control
CRJ540: Criminal Justice Policy Development and Analysis
CRJ550: Administration and Management of Criminal Justice Organizations

Cyber Security
The Cyber Security specialization provides advanced knowledge for the practical application of securing data and protecting digital assets. IT professionals will learn to mitigate malicious cyber activities through the implementation of security solutions within local and enterprise infrastructures by focusing on topics such as security management, risk and vulnerability controls, data encryption, and cybercrime prevention. This specialization is aligned with 7 of the 10 Certified Information Systems Security Professional (CISSP) domains.

Learning Outcomes
• Analyze network infrastructure vulnerabilities and provide recommendations to mitigate possible attacks of network resources.

• Evaluate enterprise network systems and recommend actions to streamline secure operations.

• Analyze existing and proposed systems for detecting risks and enacting countermeasures to maintain operations in the event of computer-related attacks.

• Demonstrate knowledge of secure transmission and encryption methodologies for secure enterprise networking.

• Demonstrate leadership in cyber security by recommending and implementing security strategies that defend organizations from cybercrime.

This specialization is only available to students in the Master of Information Technology Management program. Cyber Security specialization courses are listed in order of completion:

ISM527: Cyber Security Management
ISM529: Emerging Cyber Security Technology, Threats, and Defense
ISM530: Enterprise Cyber Security
ISM531: Cyber Security Defense and Countermeasures

English Language Learning
This specialization is designed to prepare PreK-12 classroom teachers to work with linguistically diverse learners with an emphasis on ELL methodology, linguistics, literacy, assessment, and compliance. CSU-Global does not provide educator licensing or endorsement.

Learning Outcomes
• Integrate fundamental knowledge in Phonetics, Phonemics, Morphology, Syntax, and linguistics as they are applied to English Language Learners.

• Understand and integrate key theories of language acquisition to linguistically diverse educational settings.

• Gain an understanding of the federal and state laws and court decisions that have determined the schools’ obligation toward the education of English Language Learners.

• Develop and evaluate instructional plans that are aligned with state and national standards for English Language Learners.

• Develop the ability to assess ELL students using English Language Proficiency Assessments and classroom based assessment methods

This specialization is only available for students in the M.S. in Teaching and Learning program. English Language Learning specialization courses in the order of completion:
ELL500: English Language Learners
ELL505: Language Acquisition and Linguistics
ELL520: Literacy and the English Language Learner
ELL530: Assessment and Administration of ELL Programs

Finance
This specialization is designed to develop leadership, international perspectives and operational skills in finance by focusing on career development that incorporates state-of-the-art nontraditional and emerging electronic formats.

Learning Outcomes
• Produce organization and community leaders with solid analytical and financial decision-making skills.
• Ensure that students demonstrate the ability to adapt to changing global business environments.
• Develop superior oral and written communication skills essential in the business environment.
• Provide a solid foundation in ethical standards for financial decision makers and leaders in finance.

This specialization is available for students in all graduate programs except the M.S. in Teaching and Learning program. Finance specialization courses in order of completion:

FIN510: Financial Economics
FIN520: Financial Reporting and Analysis
FIN560: Derivatives and Assets Pricing
FIN575: International Financial Management

Fraud Management
This specialization is designed to meet the educational needs of those with responsibility for fraud investigation and prevention. The courses prepare individuals with theory, law, and analytical techniques to protect the financial interest of government agencies, companies and individuals.

Learning Outcomes
• Analyze fraud in forms, criminal opportunities and global impact.
• Demonstrate the application of the legal framework and issues for fraud management and investigation.
• Engage in computer-aided fraud data analysis.

This specialization is available for students in all graduate programs except the M.S. in Teaching and Learning program. Fraud Management specialization courses in order of completion:

CRJ555: Fraud Examination and Prevention
CRJ556: Criminal Justice and Legal Concepts of Fraud
CRJ557: Fraud Investigation
CRJ558: Fraud Data Analysis

Healthcare Administration
This specialization provides a working understanding of the healthcare industry from critical analysis and leadership perspectives. The coursework is focused on key tools and knowledge needed for effective leadership of healthcare-related organizations.

Learning Outcomes
• Develop an awareness of the policies, procedures, laws, and ethics found in the healthcare industry.
• Synthesize past and current models of healthcare for application in healthcare settings for optimum efficiency and productivity.
• Acquire the knowledge and skills needed to identify and solve healthcare industry-related problems using systematic decision-making.
• Critically analyze the problems, solution alternatives, and the environment to develop and execute strategies within the healthcare industry.

This specialization is available to students in all graduate programs except the M.S. in Teaching and Learning and the Master of Healthcare Administration programs. Healthcare Administration specialization courses in order of completion:

HCM500: The U.S. Healthcare System
HCM520: Quality and Performance Improvement in Healthcare
HCM550: Healthcare Policy Analysis and Development
HCM565: Healthcare Finance or HCM570: Healthcare Information Systems
Human Resource Management

This knowledge-based program provides the theory and application information necessary to integrate the human resource role with the strategic goals of an organization to effectively manage people in today's global and dynamic marketplace. The program emphasizes developing the skills to strategically manage, train, and develop human resources for enhanced organizational performance.

Learning Outcomes

• Identify the strategic role of the human resource function in facilitating the accomplishment of an organizational mission, goals, and objectives through the creation of aligned organizational systems and practices.

• Understand the principles and values associated with creating high performance and high trust work systems within a rapidly changing global environment.

• Develop skills required to measure organizational performance and to create human resource systems essential for monitoring, improving, and rewarding performance consistent with an organizational culture.

• Identify the global issues affecting human resource management and develop the skills to address complex issues associated with effectively managing people in a global context.

This specialization is available to students in all graduate programs except Human Resource Management. Human Resource Management specialization courses in order of completion:

HRM520: Managing Performance for Results
HRM522: Human Resource Planning
HRM516: Effective Labor Management
HRM500: Managing Human Resources

Human Resource Performance

Organizations, whether private and public, face increasing need to improve their effectiveness. Successful organizations will be those that anticipate change and develop strategies in advance. Designed to assist organizational leaders meet current and future needs, this specialization covers key elements that contribute to high performance and organizational effectiveness within the framework of an organized labor employee base.

This specialization has been created to address the specific needs of law enforcement group members. The coursework provides skills and insights into managing organized labor employees in dynamic environments.

Learning Outcomes

• Comprehend the need and processes for enhancing organizational performance and human capital.

• Evaluate and develop criteria for performance excellence in dynamic environments.

• Synthesize the role of leadership and strategic planning in performance management.

• Analyze and develop processes for effective labor management and collective bargaining.

This specialization is available to students in all graduate programs except Human Resource Management. Human Resource Performance specialization courses in order of completion:

HRM520: Managing Performance for Results
ORG521: Managing Dynamic Environments
HRM516: Effective Labor Management
HRM500: Managing Human Resources

Information Technology

The graduate specialization in Information Technology provides managers with the advanced knowledge of Information Technology in industries that depend on the effective use and management of Information Technology. The curriculum in the IT specialization places more emphasis on the management and effective utilization of information management ensuring organizations gain or maintain a competitive advantage using IT. The Information Systems Technology Specialization is designed for students that have a desire to pursue or elevate their career as an IT Manager, Director, or Senior Executive in Information Technology Management.

Learning Outcomes

• The ability to align business and IT objectives for a common strategic direction that promotes operational efficiency/technological dominance.

• Evaluation of cutting edge technology as well as the current industry standard with an analysis of the impacts on the organization.
• Serve as the lead for flexible, sustainable, and efficient enterprise-wide IT infrastructure solutions that add value to the organization.

• Communicate IT plans and recommendations to C-Level executives on technological solutions that foster competitive advantages in the workplace.

This specialization is available to students in all graduate programs except the Master in Information Technology Management program. Information Technology specialization courses in order of completion:

ISM501: IT Management
ISM511: Managing Virtualized and Cloud Systems
ISM521: Managing Enterprise Resources Planning (ERP) Systems
ISM561: Business Continuity and Disaster Recovery

International Management
The graduate specialization in International Business provides students for international management career opportunities within multinational industries and organizations. Today’s dynamic global marketplace requires well prepared graduates who demonstrate strong leadership and understanding of culture business issues that contribute to the international business community. Upon completion of the program, CSU-Global graduates will be prepared to confront challenges and seek strategic opportunities within the structure of global commerce.

Learning Outcomes
• Develop comprehensive strategic business plans for global expansion.

• Understand compliance and regulatory requirements for international hiring and managing of foreign and remote employees.

• Evaluate the proper technologies needed to sustain and secure infrastructure, data, and proprietary information.

• Analyze competitive markets and the economic and political factors that affect them.

• Evaluate currency and exchange rate fluctuations, and determine how they affect investments and financial planning.

• Recommend strategies to support principles of corporate sustainability, social responsibility, and ethics within a global environment.

This specialization is available to students in all graduate programs except the Master of International Management program. International Management specialization courses in order of completion:

MIM500: Business Strategy in the Global Economy
MIM510: International Trade
MIM520: Global Financial Management
MIM560: International Business

K-12 Educational Technology and Instructional Design
The K-12 Instructional Design and Education Technology (K-12 ID & Ed Tech) specialization is ideal for educators or instructional designers who want to expand their expertise in the design and development of K-12 online educational environments. Instructional designers, K-12 educators, K-12 technology specialists, K-12 curriculum developers, and K-12 library and media specialists will benefit from the principles of solid online course development and design in a variety of K-12 online educational environments. Unlike other programs that are geared toward corporate instructional design principles and adult-learners, the coursework in this specialization focuses on the K-12 online learning environments, but also leads others in designing and expanding their school’s K-12 online offerings. CSU-Global does not provide educator licensing or endorsement.

Learning Outcomes
• Synthesize principles specific to K-12 online instructional design and assessment.

• Utilize a variety of authoring tools to create engaging curriculum.

• Design professional learning opportunities for educators relevant for the 21st century K-12 student around a variety of delivery models.

This specialization is only available for students in the M.S. in Teaching and Learning program. K-12 Educational Technology and Instructional Design specialization courses in order of completion:

OTL531K: Models of E-Learning and Instructional Design
OTL532K: Principles of 21st Century Learning and Design
OTL534K: ID Authoring Technologies and Internet Apps for Education
OTL548K: Education Technology Integration and Training

Online Learning Innovation and Design
The Online Learning Innovation and Design specialization develops leaders in the field of online education. Students will gain specific knowledge and skills in creating and applying instructional design theory and integrating new learning technologies geared to create a powerful and engaging learning experience. Areas of study include the practical application of innovative and original instructional delivery, virtual learning environments, and evaluation of learning outcome achievement. CSU-Global does not provide educator licensing or endorsement.

Learning Outcomes
- Analyze online delivery methods and develop virtual learning environments.
- Recognize learning contexts and design appropriate learning solutions to achieve desired goal.
- Prepare, execute, and evaluate instructional design strategies that address diverse work settings.
- Create optimal learning experiences by identifying critical environmental considerations, diverse learning needs, and organizational goals.
- Apply theory, practices, and new learning technologies to the creation of innovative learning solutions

This specialization is only available to students in the M.S. in Management and the M.S. in Organizational Leadership programs. Online Learning — Innovation and Design specialization courses in order of completion:

OTL531: Models of Instructional Delivery
OTL540: Instructional Theory and Design Principles
OTL541: Assessment and Evaluation in Learning and Performance
OTL542: Learning Technologies

Organizational Leadership and Change Management
This program is designed to equip and empower mid-to senior level managers for future corporate growth in the fast-paced and technologically driven reality of today’s marketplace. The program is ideal for established, mature managers who need new skills and a facilitated learning environment to acquire the knowledge and insights necessary to compete in a global economy over the next decade. The program enhances a manager’s ability to learn and adapt to new ideas and new perspectives, while providing them with the critical thinking and evaluative skills vital to market innovation and adaption.

Learning Outcomes
- Demonstrate the application of leadership theories within an organizational system.
- Synthesize the application of management theory through leadership and the human application within organizations.
- Analyze and integrate innovation and identify where change and innovation create opportunity.
- Examine the human issues of managing and leading in a global society.

This specialization is available to students in all graduate programs except Organizational Leadership and Management/Organizational Leadership Dual Degree. Organizational Leadership and Change Management specialization courses in order of completion:

ORGS525: Decision Theory in a Global Marketplace
ORGS521: Managing Dynamic Environments
ORGS515: Dynamics of Power in Organizations
ORGS561: Examination of Modern Leadership

Organizational Learning and Performance
The Organizational Learning and Performance specialization prepares students to effectively create and drive training and development programs that are critical for the success of today’s global workplaces. Students will learn to apply essential learning strategies and instructional design techniques in order to increase performance and accomplish organizational goals. Key topics include performance and delivery systems, assessment and evaluation, the use of learning technologies, and strategic planning and leadership. This Specialization has been aligned to the Certified Professional in Learning & Performance (CPLP) certification offered by ASTD (the American Society for Training & Development). CSU-Global does not provide educator licensing or endorsement.

Learning Outcomes
• Prepare strategies for developing, managing, and leading learning programs.

• Identify key concepts, principles, and trends influencing workplace learning.

• Analyze and apply assessment and evaluation techniques to qualitative and quantitative measure the results of various learning programs.

• Utilize diverse learning technologies to achieve desired learning goals.

• Create learning solutions that address changing demographics in employee and customer bases.

This specialization is available to students in all graduate programs. Organizational Learning and Performance specialization courses in order of completion:

OTL520: The Adult and Nontraditional Learner
OTL541: Assessment and Evaluation in Learning and Performance
OTL542: Learning Technologies
OTL544: Leading the Learning Strategy

Project Management
The Project Management specialization provides students with the business and management skills to evaluate, synthesize, analyze, and apply the concepts required when leading unique projects within the context of large, global organizations. Project management best practices are acknowledged and applied throughout the program including the planning and execution of projects, the management of contracts and asset procurement, and the skills needed to lead complex projects and manage teams in a dynamic environment. Advanced topics include decision sciences, risk management, project control and monitoring, and financial metrics. This specialization includes topic areas, practical skills, and knowledge aligned to professional certifications associated with the Project Management Institute (PMI) including the Certified Associate in Project Management (CAPM)® and the Project Management Professional (PMP)®.

Learning Outcomes
• Employ the knowledge and skills needed to identify and solve organizational problems using a systematic decision making approach.

• Demonstrate advanced principles of project management, business analytical skills, and organizational development knowledge to execute and manage projects.

• Articulate the importance of strategic planning, cost and risk management, financial metrics, change management, execution, and monitoring tools, and evaluation best practices in terms of successful project management.

• Communicate and demonstrate the importance of ethics, quality, testing, metrics, reliability, and validity in relationship to project success.

• Outline and explain the additional requirements and considerations that should be considered when managing international and multinational projects.

This specialization is available to students in all graduate programs except the Master of Project Management program. Project Management specialization courses in order of completion:

PJM500: Project Management
PJM530: Contracts, Procurement, and Risk Management
PJM535: Project Metrics, Monitoring, and Control
PJM560: Project Management Office (PMO)

Strategic Innovation and Change Management
This specialization provides the information, skills, and strategies for managing organizational behavior in innovative and dynamic environments.

Learning Outcomes
• Examine the human issues of managing and leading in a global society.

• Analyze and integrate innovation and identify where change and innovation create opportunity.

• Synthesize the application of management and power theory through leadership, politics, and comprehension of organization behavior.

• Explore the components and integration of effective performance management to meet organization objectives and needs for change.
This specialization is available to students in all graduate programs. Strategic Innovation and Change Management specialization courses in order of completion:

- MGT571: Strategic Product Innovation
- ORG515: Dynamics of Power in Organizations
- HRM520*: Managing Performance for Results
- ORG521: Managing Dynamic Environments
* Human Resource Management majors will take ORG561.

**Teacher Leadership**

Gain the skills needed to lead in the classroom, institution, and within larger contexts through policy-making. Employ existing knowledge in teaching and learning to advance the concept of teachers as change agents to share experience and insights with policy makers, educators, and other stakeholders with an emphasis on Pre-K-12. **CSU-Global does not provide educator licensing or endorsement.**

**Learning Outcomes**

- Facilitate the role of educators in promoting change to improve teaching and learning.
- Develop the skills needed to effectively lead in enhancing educational systems and institutions.
- Combine the strategies and theories for collaboration and teamwork to advocate change.
- Integrate key components of learning and knowledge transfer.

This specialization is only available for students in the M.S. in Teaching and Learning program. Teacher Leadership specialization courses in order of completion:

- OTL505: Educational Systems and Change
- OTL510: Teacher Leadership
- OTL515: Teacher as Instructional Change Agent
- OTL560: Facilitating Learning and Transfer
### GRADUATE SPECIALIZATIONS

**CUSTOMIZE YOUR DEGREE WITH A SPECIALIZATION**

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*Once a student has completed all the courses within a specialization, they can request a non-transcribable Certificate of Completion to be mailed to them prior to the completion of their degree. Students should contact their advisor for more information.*
**Licensure Programs**

The certifying agent for the completion of these Licensure programs is the Colorado State University-Global Campus Registrar. Eligibility for licensure is indicated on the official transcript upon completion.

**Education Leadership Principal Licensure**

The Education Leadership Principal Licensure is designed to provide students with the academic leadership skills necessary or being a Principal. The program is aligned with the Interstate Leader’s Licensure Consortium’s national standards and the Colorado Principal Licensure Standards. These defined standards provide outcomes that are fundamental for educational leaders to have in today’s complex schools—vision, instructional leadership, management, community collaboration, integrity, and comprehension of educational context in our society. Students will apply these principles and objectives in practical academic settings both in the coursework and through an ongoing internship experience integrated into all the courses of this concentration.

This state-approved, online principal licensure program consists of eight (8) courses for a total of 24 credit hours. This program is also offered as a concentration within the Master of Science in Teaching and Learning.

Due to state authorization this program may not be available in all states, see the State Specific Authorization Policy regarding internships and practica, under Admissions Policies.

**Provisions for Admissions**

Students interested in completing the Principal Licensure Concentration must complete additional provisions. The following documents must be submitted through the Student Portal no later than 14 days prior to start of the term in which the student wishes to enroll in EDL500:

- A copy of the student’s current teaching license.
- Vision statement defining their view of “great school leadership.”
- An identity history summary that includes a Declaration of Eligibility form and a complete set of fingerprints taken by a qualified law enforcement agency.
- A resume that provides documented evidence of two or more years of full-time successful experience working as a licensed or certificated professional in a public or non-public elementary or secondary school in the United States, additional professional employment, leadership skills, special skills, publications, exhibitions, awards, and service activities.
- A reference letter completed by a school administrator indicating that the student has the skills and disposition to be an effective school leader.

**Program Learning Outcomes**

- Facilitate the development, articulation, implementation, and stewardship of a learning vision shared and supported by educational stakeholders.
- Validate, nurture, and sustain a school culture and instructional program conducive to student learning and staff professional growth.
- Manage the organization, operation, and resources of a school to create a safe, efficient, and effective learning environment.
- Collaborate with stakeholders to develop systems and relationships to engage and leverage resources, from within and outside the school, to maximize the school’s ability to successfully implement initiatives that better serve the diverse needs of students.
- Create and utilize processes to empower leadership teams that support change and encourage improvements consistent with policies, laws, and agreements.

**Principal Licensure State Requirements**

Principal Licensure requirements vary from state-to-state. This program was established and approved based on the State of Colorado standards (http://cde.state.co.us/cdeprof/Licensure_Prin_req.asp). Students are solely responsible for checking what the specific requirements are from their state’s Department of Education.

**Courses**

The Education Leadership Principal Licensure program consists of eight (8) three-credit core courses, listed in the suggested order of completion:

- EDL500: Strategic Leadership
- EDL520: Instructional Leadership
- EDL530: School Culture and Equity Leadership
- EDL540: Human Resource Leadership
- EDL550: Managerial Leadership
- EDL560: External Development Leadership
Teacher Licensure Math

The Teacher Licensure Math program is designed to provide students with the skills necessary for being an effective teacher within the mathematics discipline. The program is aligned with the InTASC Model Core National Teaching Standards, the Performance-Based Standards for Colorado Teachers, the Colorado Educator Effectiveness Teacher Quality Standards, and the Colorado 8.0 Content Standards to provide outcomes that are fundamental in today’s complex schools. Students apply these principles and objectives in practical academic settings through coursework and through an ongoing student teaching experience integrated into all the courses.

This state-approved, online teacher licensure program consists of seven courses for a total of 24 credit hours. This program is also offered as a concentration within the Master of Science in Teaching and Learning.

Due to state authorization this program may not be available in all states, see the State Specific Authorization Policy regarding internships and practica, under Admissions Policies.

Provisions for Admissions

Students interested in completing the Teacher Licensure Math program must complete additional provisions. The following documents must be submitted through the Student Portal no later than 14 days prior to start of the term in which the student wishes to enroll in OTL501:

• Official documentation of a passing score of 220 on the Mathematics (04) PLACE test OR a passing score of 160 on the Praxis II Mathematics (#5161) exam. Visit http://www.cde.state.co.us/cdeprof/content_tests for more information.

• A Declaration of Eligibility form.

• Colorado fingerprint requirement met.

• A vision statement defining their view of “effective teachers.”

• A resume that includes all collegiate work, professional employment, teaching skills, teaching or training experience, special skills, publications, exhibitions, awards, and service activities.

• A reference letter indicating that the candidate has the skills and disposition to be an effective teacher.

Program Learning Outcomes

• Demonstrate mastery of and pedagogical expertise in the content they teach.

• Establish a safe, inclusive, and respectful learning environment for a diverse population of students.

• Plan and deliver effective instruction and assessment.

• Reflect on their practice and take responsibility for student academic growth.

• Demonstrate leadership in their schools.

Teacher Licensure Math State Requirements

Teacher Licensure Math requirements vary from state-to-state. This program was established and approved based on the State of Colorado standards (http://cde.state.co.us/educatoreffectiveness/teacherqualitystandardsreference-guide). Students are solely responsible for checking what the specific requirements are from their state’s Department of Education.

Courses

Teacher Licensure Math program consists of 6 three-credit core courses and 1 six-credit course (OTL):

OTL501: Educator Effectiveness
OTL502: Learning theories and Models of Instruction
OTL516: Effective Mathematics Instruction
OTL540k: Theory and Practice in Backward Design
OTL541k: Evaluation and Assessment
OTL565: Cultural and Linguistic Diversity in the Differentiated Classroom
OTL: Student Teaching
plex schools. Students apply these principles and objectives in practical academic settings through coursework and through an ongoing student teaching experience integrated into all the courses.

This state-approved, online teacher licensure program consists of seven (7) courses for a total of 24 credit hours. This program is also offered as a concentration within the Master of Science in Teaching and Learning.

Due to state authorization this program may not be available in all states, see the State Specific Authorization Policy regarding internships and practica, under Admissions Policies.

Provisions for Admissions
Students interested in completing the Teacher Licensure Science program must complete additional provisions. The following documents must be submitted through the Student Portal no later than 14 days prior to start of the term in which the student wishes to enroll in OTL501:

- Official documentation of a passing score of 220 on the Science (05) PLACE test OR a passing score of 152 on the Praxis II General Science (#0435 or #5435) exam. Visit http://www.cde.state.co.us/cdeprof/content_tests for more information.
- A Declaration of Eligibility form.
- Colorado fingerprint requirement met.
- A vision statement defining their view of “effective teachers.”
- A resume that includes all collegiate work, professional employment, teaching skills, teaching or training experience, special skills, publications, exhibitions, awards, and service activities.
- A reference letter indicating that the candidate has the skills and disposition to be an effective teacher.

Program Learning Outcomes
- Demonstrate mastery of and pedagogical expertise in the content they teach.
- Establish a safe, inclusive, and respectful learning environment for a diverse population of students.
- Plan and deliver effective instruction and assessment.
- Reflect on their practice and take responsibility for student academic growth.
- Demonstrate leadership in their schools.

Teacher Licensure Science State Requirements
Teacher Licensure Science requirements vary from state-to-state. This program was established and approved based on the State of Colorado standards (http://cde.state.co.us/educatoreffectiveness/teacherqualitystandardsreferenceguide). Students are solely responsible for checking what the specific requirements are from their state’s Department of Education.

Courses
Teacher Licensure Science program consists of 6 three-credit core courses and 1 six-credit course (OTL):

- OTL501: Educator Effectiveness
- OTL502: Learning theories and Models of Instruction
- OTL518: Effective Science Instruction
- OTL540k: Theory and Practice in Backward Design
- OTL541k: Evaluation and Assessment
- OTL565: Cultural and Linguistic Diversity in the Differentiated Classroom
- OTL: Student Teaching

Certificates
Undergraduate Certificates
CSU-Global offers credentialed undergraduate certificates that may be declared as a single program of study. Certificates are not financial aid eligible. Students interested in certificate programs must meet standard admissions requirements. Please contact an advisor with any questions regarding these programs.

Undergraduate Certificate in Business Administration
The Undergraduate Certificate in Business Management is an 18 credit-hour offering, targeted toward students from a wide variety of disciplines. These courses provide the needed knowledge to gain a foundation in business management across key business management domains including leadership, management, legal and ethical environment of business, organizational innovation and change, and human resources development. The certificate is a way for students to demonstrate to future employers that they have knowledge of the foundational principles of management.
Certificate Learning Outcomes:

- Apply management skills in decision making and analysis of the organizational structure.
- Examine ethical behaviors and legal implications of an organization in social, environmental, and corporate environs.
- Evaluate the role of a manager in the global economy.
- Develop critical thinking skills for analysis in strategic planning and innovation.
- Explain and apply varied leadership styles and techniques for creating and enhancing organizational competitiveness and career plans.

Courses:
- ORG300 Applying Leadership Principles
- MGT300 Principles of Management
- MKG310 Introduction to Marketing
- MGT320 The Legal and Ethical Environment of Business
- MGT351 Organizational Innovation and Change
- HRM400 Human Resources Development and Management

Undergraduate Certificate in Computer Programming
The undergraduate Certificate in Computer Programming, an eighteen credit-hour stand-alone program, is aimed at non-computer science majors who would like to broaden their programming capabilities. Courses cover an entire spectrum of basic programming and software development techniques for analysis, design, and implementation of software applications across various operating systems and platforms. Students interested in these courses should have a firm knowledge of basic computer skills and networking technologies including the ability to grasp and understand new computer/networking concepts that relate to information systems and networking.

Certificate Learning Outcomes:

- Select and apply appropriate software engineering topics and concepts to solve a given business problem.
- Develop conceptual models to access and update stored information.
- Design, implement, and analyze algorithms for solving problems using Java.
- Write software programs that manage resources securely in different operating system environments.
- Compare and contrast different platform-based development environments.
- Analyze specific programming language requirements for multiple platforms.

Courses:
- CSC320 Programming I
- CSC372 Programming II
- CSC400 Data Structures and Algorithms
- CSC450 Programming III
- CSC470 Software Engineering
- CSC475 Platform Based Development

Undergraduate Certificate in Cyber Security
The Undergraduate Certificate in Cyber Security advances the knowledge of IT professionals' understanding of cyber threats, information assurance, and digital crime investigation, developing the knowledge, skills, and abilities to secure organizational data as information security experts in an information technology dependent enterprise. Coursework is aligned with some elements of the knowledge base for the CISSP® Certified Information Systems Security Professional. Students interested in these courses should have a firm knowledge of basic computer skills and information security including the ability to grasp and understand the controls and concepts needed to safeguard organizational data.

Certificate Learning Outcomes:

- Demonstrate the ability to differentiate between various types of systems security threats that can lead to the loss of a major system security goal.
- Demonstrate comparative understanding of benefits gained from applying various security measures to enterprise infrastructure.
- Evaluate the impact of hacker and computer espionage activities on the overall security of the organization.
- Describe and utilize methods and tools to maintain access to systems during penetration testing.
- Identify the common attacks on IT networks and explain how the motivations behind them have evolved over time.
ACADEMIC PROGRAMS

Courses:
- ITS315 Introduction to Networks
- ITS350 Information Systems and Security
- ITS360 Introduction to Cyber Security and Digital Crime
- ITS415 Principles of Cyber Security
- ITS425 Ethical Hacking and Penetration Testing
- ITS455 Digital Forensics and Investigations

**Undergraduate Certificate in Data Management and Analysis**
The Undergraduate Certificate in Data Management and Analysis, a 15 credit-hour stand-alone program, is aimed at undergraduate students who are not majoring in MIS and Business Analytics and would like to broaden their skills in data management and analysis. Courses cover an entire spectrum of data analytics and management including database management, statistics and SPSS, data mining, cloud computing, and Big Data. Students interested in these courses should have a firm knowledge of basic computing skills including the ability to grasp and understand new data processing and analytics concepts that relate to information systems.

Certificate Learning Outcomes:
- Explore different options of storing, manipulating, and analyzing data.
- Understand how to design, implement, and manage databases.
- Investigate the purpose, context, and relevance of data analytic tools or decisions.
- Apply statistical methods, regression techniques, and machine learning algorithms to analyze both large and small data sets.
- Conduct data-based analysis and interpret results within the context of issues.

Courses:
- MIS407 Database Concepts
- ITS410 Database Management
- ITS400 Information Technology Project Management
- MIS440 Cloud Computing and Big Data
- MIS445 Statistics and SPSS
- MIS450 Data Mining

**Undergraduate Certificate in Human Resource Management**
The undergraduate Certificate in Human Resource Management, an eighteen credit-hour stand-alone program, is designed to provide a background in human resource management, staff training and development, relevant laws and employment regulations, managing organizational conflict, and negotiation among competing interests. Students gain in-depth knowledge of HR and corporate structure to complement their bachelor’s degree program coursework.

Certificate Learning Outcomes:
- Enhance organizational performance and create effective traditional and virtual teams through motivation, organizational culture, and change management.
- Address the legal and ethical implications of human resources and administration in an organizational setting.
- Resolve conflict by utilizing various management styles and best practices.

Courses:
- HRM400: Human Resource Development and Management
- HRM 425: Managing and Leading Team Dynamics
- HRM450: Employment Law, Compensation, and Policy
- HRM455: Training and Staff Development
- HRM460: Organizational Development
- MGT470: Conflict Management and Negotiation

**Undergraduate Certificate in Information Technology Operations**
The Undergraduate Certificate in Information Technology Operations provides students with the skills necessary to secure employment in the highly dynamic and fast-growing technology industry. Students are prepared to apply broad problem-solving solutions to information technology issues with an emphasis on service, operations, and maintenance. Additionally, students completing the certificate program are equipped to enter a variety of IT operations positions such as: network or computer system administrators, computer technicians, network technicians, and other technical roles.

Certificate Learning Outcomes:
- Gain technology certification exam preparation.
• Comprehend the theoretical and applied uses of information technology in various business applications for problem-solving.

• Apply knowledge and skills in system analysis and design, network design and administration, database design and development, operating systems, software and web application development, and IT security.

• Acquire technical skills in programming and technology troubleshooting.

Courses:
ITS310 Introduction to Computer-Based Systems
ITS315 Introduction to Networks
ITS320 Basic Programming
ITS350 Information Systems Security
ITS410 Database Management
ITS430 Network Enterprise Solutions

Undergraduate Certificate in Networking
The undergraduate Certificate in Networking is an 18-credit-hour stand-alone certificate. This certificate will also grant college credit and will allow for direct transfer credit (i.e. stackable) into the existing BS in Information Technology program. The certificate provides students with an opportunity to gain industry ready preparedness and also allow them to later continue their studies to earn a full degree. The certificate program also aligns with six (6) industry IT certifications that students can take after completing each course.

Certificate Learning Outcomes:
• Analyze and troubleshoot common computer networking issues.
• Compare and contrast various network technologies and topologies.
• Design secure wired and wireless networks.
• Implement security measures and techniques for local and wide area networks.
• Evaluate existing network installations and configurations for areas of improvement.

Courses:
ITS310 Introduction to Computer-Based Systems
ITS315 Introduction to Networks
ITS350 Information Systems Security
ITS405 Intermediate Networking
ITS420 Advanced Network Systems
ITS430 Network Enterprise Solutions

Undergraduate Certificate in Marketing
The Undergraduate Certificate in Marketing is an 18 credit-hour offering, targeted toward students from a wide variety of disciplines. These courses are designed for students interested in career tracks in marketing through the application of product strategy, pricing, distribution, and promotion. There is an emphasis on understanding consumer needs through marketing research, both domestically and internationally.

Certificate Learning Outcomes:
• Apply current theory in the field of marketing, especially in terms of understanding buyer behavior, defining target markets, identifying and evaluating market segments, and in demonstrating knowledge about elements of the marketing mix.
• Analyze the impact of global competition, market forces, and other external factors on the success and failure of specific marketing programs.
• Use market research tools and procedures to estimate market potential, conduct exploratory and descriptive research, forecast demand, and communicate research findings effectively, both orally and in appropriate written forms.
• Explore ethical matters as they pertain to marketing.
• Illustrate and explain marketing strategies that align with an organization’s mission, goals, and objectives.

Courses:
MKG310 Introduction to Marketing
MKG330 Consumer Behavior
MKG400 International and Multi-Cultural Marketing
MKG420 Digital Marketing
MKG470 Market Research
MKG440 Strategic Marketing

Undergraduate Certificate in Project Management
The undergraduate Certificate in Project Management, an 18 credit-hour stand-alone program, provides students with the opportunity to analyze and apply theories and concepts associated with organizations where resources are limited and time is critical. Learners will focus on the management of contracts and asset procurement. Additionally, students will apply management of risk, project control, project
monitoring, and earned value methods as well as assess the costs and benefits of total quality management.

Certificate Learning Outcomes:
- Apply knowledge of project leadership theories/practical application in organizations.
- Apply effective written communication and research skills.
- Examination of management control, monitoring, and value methods.
- Demonstrate critical thinking skills for effective analysis in decision making.
- Assess costs, risks, and benefits of total quality management.

Coursework:
PJM310: Introduction to Project Management
PJM330: Effective Project Scheduling and Control
PJM380: Project Management Tools
PJM400: Project Procurement and Contract Management
PJM410: Assessing and Managing Risk
PJM440: Total Quality Management

Graduate Certificates
CSU-Global offers credentialed graduate certificates that may be declared as a single program of study. Certificates are not financial aid eligible. Students interested in certificate programs must meet standard admissions requirements. Please contact an advisor with any questions regarding these programs.

Students interested in certificate programs should have a firm knowledge of the basic competencies indicated by the learning outcomes. This includes knowledge of specialized terminology, work flow, or technology. A previous exposure to curriculum may be necessary for student success.

Graduate Certificate in Business Analytics
The Graduate Certificate in Business Analytics, a 12 credit-hour stand-alone program, is aimed at graduate students who would like to broaden their skills in designing, developing, and implementing enterprise-level business intelligence and analytics solutions for decision-making purposes. Courses cover an entire spectrum of business intelligence and analytics including introduction to business intelligence, data warehousing, business analytics, and enterprise performance management. Students interested in these courses should have a firm knowledge of basic computing skills as well as the ability to grasp and understand the fundamental principles of business intelligence and data analytics.

Certificate Learning Outcomes:
- Explore the complete business analytics field from requirement collection to emerging topics such as Big Data and predictive analytics.
- Understand the principles of database design, data warehousing, and advanced approaches for data storage, retrieval, and manipulation.
- Develop essential skills in applying data analytics techniques and interpreting analytical results.
- Design and implement business intelligence solutions that align with organizational strategies.

Courses:
ISM540 Introduction to Business Intelligence
ISM541 Data Warehousing in Enterprise Environments
ISM542 Business Analytics
ISM543 Enterprise Performance Management

Graduate Certificate in Cyber Security
The Graduate Certificate in Cyber Security provides advanced knowledge for the practical application of securing data and protecting digital assets. IT professionals will learn to mitigate malicious cyber activities through the implementation of security solutions within local and enterprise infrastructures by focusing on topics such as security management, risk and vulnerability controls, data encryption, and cybercrime prevention. Coursework aligns with 7 of the 10 Certified Information Systems Security Professional (CISSP)® domains.

Certificate Learning Outcomes:
- Evaluate internal and external threats and vulnerabilities to data assets in the enterprise and provide recommendations to mitigate or eliminate areas of weakness.
- Compare and contrast the concepts of security and privacy and explain how the imperatives for each may complement or interfere with the imperative for the other.
• Describe and analyze the implications of major emerging technology trends, issues, and threats to the security and privacy of networks and information.

• Analyze possible threats to organizational data and recommend course(s) of action to mitigate cybercrime attacks.

• Analyze a network for vulnerabilities to common cyber-based attacks.

Courses:
ISM527 Cyber Security Management
ISM529 Emerging Cyber Security Technology, Threats, and Defense
ISM530 Enterprise Cyber Security
ISM531 Cyber Security Defense and Countermeasures

Graduate Certificate in Educational Leadership -- Principal Licensure
The Educational Leadership - Principal Licensure Certificate is a stand-alone certificate designed to provide students who already have a master’s degree with the educational leadership skills necessary for being a Principal. The program is aligned with the Interstate Leader’s Licensure Consortium’s national standards and the Colorado Principal Licensure Standards. These defined standards provide outcomes that are fundamental for educational leaders to have in today’s complex schools - vision, instructional leadership, management, community collaboration, integrity, and comprehension of educational context in our society. Students will apply these principles and objectives in practical academic settings both in the coursework and through an ongoing internship experience integrated into all the courses of this certificate.

The Educational Leadership - Principal Licensure Certificate is a twenty-four credit hour stand-alone certificate in the Principal Licensure focused on educational leadership and administration. Students in this certificate program are not required to have completed a master’s degree before admission.

Certificate Learning Outcomes:
• Facilitate the development, articulation, implementation, and stewardship of a learning vision shared and supported by educational stakeholders

• Validate, nurture, and sustain a school culture and instructional program conducive to student learning and staff professional growth

• Manage the organization, operation, and resources of a school to create a safe, efficient, and effective learning environment

• Collaborate with stakeholders to develop systems and relationships to engage and leverage resources, from within and outside the school, to maximize the school’s ability to successfully implement initiatives that better serve the diverse needs of students

• Create and utilize processes to empower leadership teams that support change and encourage improvements consistent with policies, laws, and agreements

Courses:
EDL 500: Strategic Leadership
EDL510*: School Leadership Internship
EDL520: Instructional Leadership
EDL530: School Culture and Equity Leadership
EDL540: Human Resource Leadership
EDL550: Managerial Leadership
EDL560: External Development Leadership
OTL568: Action Research
*This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

Graduate Certificate in Educator Licensing
The Graduate Certificate in Educator Licensure - Math or Science is aligned with the InTASC Model Core National Teaching Standards, the Performance-Based Standards for Colorado Teachers, the Colorado Educator Effectiveness Teacher Quality Standards, and the Colorado 8.0 Content Standards. These outcomes prepare teachers to accomplish the following in today’s complex schools: hold high expectations for each and every learner and implement developmentally appropriate, challenging learning experiences; make content knowledge accessible to learners by using multiple means of communication, including digital media and information technology; integrate assessment, planning, and instructional strategies in coordinated and engaging ways, and; create and support safe, productive learning environments that result in learners achieving at the highest levels. Students will apply these principles and objectives in practical academic settings both in your coursework and through an ongoing student teaching experience integrated into all the courses in this concentration. This approach is designed to ensure your proficiency in being an effective teacher.
Certificate Learning Outcomes:

- Demonstrate mastery of and pedagogical expertise in the content they teach.
- Establish a safe, inclusive and respectful learning environment for a diverse population of students.
- Plan and deliver effective instruction and assessment.
- Reflect on their practice and take responsibility for student academic growth.
- Demonstrate leadership in their schools.

Courses:

OTL501: Educator Effectiveness
OTL502: Learning theories and Models of Instruction
OTL516: Effective Mathematics Instruction or OTL518: Effective Science Instruction
OTL540k: Theory and Practice in Backward Design
OTL541k: Evaluation and Assessment
OTL565: Cultural and Linguistic Diversity in the Differentiated Classroom
OTL575: Student Teaching

Graduate Certificate in Human Resource Management

The Graduate Certificate in Human Resource Management, a twelve credit-hour stand-alone program, provides students with the business and management skills to evaluate, synthesize, analyze, and apply the concepts required when leading unique projects within the context of large, global organizations. Project management best practices are acknowledged and applied throughout the program including the planning and execution of projects, the management of contracts and asset procurement, and the skills needed to lead complex projects and manage teams in a dynamic environment. Advanced topics include decision sciences, risk management, project control and monitoring, and financial metrics.

Certificate Learning Outcomes

- Employ the knowledge and skills needed to identify and solve organizational problems using a systematic decision making approach.
- Demonstrate advanced principles of project management, business analytical skills, and organizational development knowledge to execute and manage projects.
- Articulate the importance of strategic planning, cost and risk management, financial metrics, change management, execution, and monitoring tools, and evaluation best practices in terms of successful project management.
- Communicate and demonstrate the importance of ethics, quality, testing, metrics, reliability, and validity in relationship to project success.
- Outline and explain the additional requirements and considerations that should be considered when managing international and multinational projects.
Academic Programs

Colorado State University-Global Campus
CSUGlobal.edu

Courses
- PJM500: Project Management
- PJM530: Contracts, Procurement, and Risk Management
- PJM535: Project Metrics, Monitoring, and Control
- PJM560: Project Management Office (PMO)

Certificates of Completion

CSU-Global offers non-degree, undergraduate and graduate certificate of completion programs designed for professional development. These programs are not financial aid eligible. Students may take courses in a non-degree seeking status; courses will be reflected on the student’s transcript, but no credential will be awarded. TOEFL restrictions apply for international applicants. Some courses may later be applicable to certain degree programs; please contact an advisor with any questions.

Students interested in a Certificate of Completion from CSU-Global should have a firm knowledge of the basic competencies indicated by the learning outcomes. This includes knowledge of specialized terminology, work flow, or technology. A previous exposure to curriculum may be necessary for student success.

Undergraduate Certificates of Completion

Undergraduate Certificates of Completion may be requested at any time after the required five courses have been completed. Enrollment in an Undergraduate Certificate of Completion does not require proof of high school, GED, or college course completion. If the student plans to enroll in a degree seeking program, standard admission policy and requirements will be applied at the time of degree enrollment.

Business Fundamentals

These courses provide the fundamental knowledge across key business domains including management, information systems, managerial accounting, marketing and business law. The certificate is a way for students outside of business to demonstrate to future employers that they have demonstrated the knowledge of fundamental business concepts. The certificate is also designed to provide students currently in the B.S. in Business Management an opportunity to demonstrate fundamental knowledge before completing the full bachelor’s degree.

Courses:
- MGT300: Principles of Management

MI500: Information Systems Design and Management
- ACT305: Managerial Accounting
- MKG310: Introduction to Marketing
- MGT320: The Legal and Ethical Environment of Business

Construction Management

These courses provide students a balanced understanding of the construction industry and its standards as it relates to leadership skills required to direct and manage different types of construction projects around the world. The certificate courses will cover all essential domains that can help accomplish and grow a career in construction management, focusing on providing a well-balanced approach to planning and managing construction projects towards their successful completion. Topics covered include construction planning, take-off, bidding, building materials properties, and structural blueprint reading among other foundational project management skills that are related to resource allocation and project funding.

Courses:
- CMG300: Fundamentals of Construction Management
- PJM350: Construction Project Management
- CMG400: Construction Cost Estimating
- CMG450: Materials Used in Construction
- CMG460: Structural Analysis and Design

Criminal Forensics

These courses prepare students for positions in various criminal investigations or for a forensics graduate program. With a scientific underpinning, forensic science requires the skills needed to analyze crime scene evidence while following legal procedures that preserve evidence for use in court.

Courses:
- CRJ325: Introduction to Forensic Psychology
- CRJ336: Criminal Investigation
- CRJ426: Investigative and Forensic Interviewing
- CRJ450: Investigative Forensic Photography
- CRJ465: Physical Methods in Forensic Science

Criminal Justice Management

These courses are designed to provide students with knowledge and skills needed by professionals in criminal justice organizations. Students will examine a holistic approach to the fundamentals of criminal justice within the context of management and effective decision-making.
ACADEMIC PROGRAMS

Courses:
- CRJ300: Introduction to Criminal Justice
- CRJ330: Research Methods for the Criminal Justice Professional
- CRJ360: Leadership in Contemporary Criminal Justice Environment
- CRJ440: Ethics for the Criminal Justice Professional
- CRJ460: Managing Criminal Justice Organizations

Criminology
These courses assist the career tracks of students interested in or currently employed in the areas of public safety, law, social welfare offices or other social programs that specifically deal with public safety and human welfare. Students examine this issue of crime and deviant behaviors, law, and the penal system.

Courses:
- CRJ320: Juvenile Justice
- CRJ340: Restorative and Community Based Justice
- CRJ470: Race, Class, and Crime
- PBS430: Fundamentals of Penology
- PBS431: Victimology

Emergency Management
These courses provide students the opportunity to apply and analyze theories, concepts, and practical applications associated with emergency planning and public safety research. The program focuses the learner on crises and emergency management decision making. Additionally, the student is exposed to planning, operations, and all-hazard readiness and identification. Further, the student explores infrastructure protection and preparedness, phases for crises response, mitigation activities, and integration of public and private resources. Finally, the student explores critical thinking as a necessary component in emergency decision making through the application of case studies and scenarios.

Courses:
- EMG300: Foundations of Emergency Management
- EMG325: Hazard Mitigation
- EMG375: Disaster Response
- EMG400: Disaster Recovery
- EMG450: Comprehensive Emergency Planning

Foundations of Accounting
These courses provide students with the basics of accounting frameworks and principles needed for entrance and growth in the accounting field.

Courses:
- ACT300: Principles of Accounting I
- ACT305: Managerial Accounting
- ACT350: Intermediate Accounting I
- ACT405: Federal Individual Taxation
- ACT450: Auditing

Healthcare Informatics
*Please note: we are no longer accepting students for this Certificate of Completion.* These courses provide students with the basics of Health Information Systems frameworks and principles needed in the Health Information Systems field. Graduates will gain knowledge of healthcare concepts, operations, and industry practices with the unique ability to align and or integrate healthcare organizational needs with information technology systems to streamline operations in medical facilities.

Courses:
- HCI310: Principles of Health Information Management
- HCI320: Healthcare Informatics
- HCI340: Quality Health Information Systems and Security
- HCI400: Coding and Reimbursement Systems
- HCM450: Healthcare Information Systems

Healthcare Management
These courses provide students with a broad understanding of healthcare principles for practical application as a manager or leader of a department in the healthcare industry. The knowledge and skills experienced in the coursework are designed to provide key information for critical thinking and decision-making as it applies to healthcare issues.

Courses:
- HCM310: Introduction to the U.S. Healthcare System
- HCM320: Introduction to Health Policy
- HCM370: Quality and Risk Management in Healthcare
- HCM400: Managed Care and Health Insurance
- HCM420: Ethical Decisions in Healthcare Management

Information Technology Management
These courses provide students with a holistic understanding of organizational technologies from which they can make decisions, manage the associated human and technology resources, and strategically plan for organizational growth and effectiveness.
Courses:
- ITS315: Introduction to Networks
- ITS350: Information Systems and Security
- ITS340: Information Technology Project Management
- ITS345: Intermediate Networking
- ITS430: Network Enterprise Solutions

**Intelligence and Homeland Security**

*Please note: we are no longer accepting students for this Certificate of Completion.* These courses are designed to provide the theories, concepts, and practical applications associated with the protection of the United States. Students will learn the homeland security goals for readiness and responsiveness as defined by national policy as well as how to identify and protect critical infrastructures and key resources from threats including terrorism, drug trafficking, and cyber attacks. Procedures to reduce vulnerability, minimize damage, and recover from the effects of terrorist events will also be examined.

Courses:
- HLS300: Introduction to Homeland Security
- HLS350: Terrorism
- HLS375: Risk Analysis and Mitigation
- HLS400: Critical Infrastructure and Key Resource Identification and Protection
- HLS450: Intelligence

**Operations Management and Supervision**

These courses prepare learners to fulfill the organizational roles and responsibilities of Operations Management and Supervision. The learner will evaluate how companies manage manufacturing processes and services effectively and efficiently and the use of information to improve organizational performance. The courses are focused on developing students' knowledge, skills, and abilities in operations management, finance, management, leadership, strategic and critical thinking, decision making, and business governance.

Courses:
- OPS400: Operations Management
- OPS402: Financial Performance in Operations Management
- OPS404: Leadership in Operations Management
- OPS405: Managing the Supply Chain
- PJM400*: Project Procurement and Contract Management
*Project Management majors will take MGT475.

**Organizational Leadership**

These courses provide students with a foundation of leadership theory, skills, and knowledge to lead teams and organizations. Students will also learn how to integrate and apply their learning to business policy and strategy implementation.

Courses:
- MGT351: Organizational Innovation and Change
- HRM425: Managing and Leading Team Dynamics
- MGT470: Conflict Management and Negotiation
- ORG405: Principles and Practices of Effective Leadership
- ORG423: Communication Strategies for Leaders

**Professional Sales**

*Please note: we are no longer accepting students for this Certificate of Completion.* These courses are designed for students that have a desire to pursue or elevate their career as a sales executive by learning advanced negotiation techniques. These courses will provide the opportunity for participants to learn how to develop and execute a winning sales strategy and will also offer a better understanding of the important role sales plays in the success of an organization.

Courses:
- PSL300: The Professional Sales Process
- PSL301: Aligning Strategy and Sales
- PSL400: Principles of Sales Force Leadership
- PSL450: Advanced Negotiations
- PSL460: Emotional Intelligence and Sales

**Public and Non-Profit Management**

These courses are designed to prepare students for positions in both the public and non-profit sectors. Students specifically learn to apply management strategies to leading organizations in training and developing staff. Students will also develop skills in identifying and utilizing social, political and legal influences that drive organizational culture.

Courses:
- PMG300: Public Administration
- FIN350: Principles of Finance for the Public Sector
- PMG320: Public Policy and Strategy
- PMG370: Grant Writing
- SOC460: Community Development, Small Business and Entrepreneurship
ACADEMIC PROGRAMS

These courses provide students with practical skills to develop and manage a small business or entrepreneurial venture. Core knowledge covers the necessary skills to profitably manage a small business including planning, management, marketing, finance, and human resources.

Courses:
SMB300: Introduction to Small Business/Entrepreneurship
ORG305: Entrepreneurship in the Global Age
SMB350: Funding Sources for Small Business/Entrepreneurial Organizations
SMB400: Managing a Small Business/Entrepreneurial Organization
MKG425: Marketing Strategy for Small Business

Strategic Communication
These courses are designed to provide managers and leaders with communication skills for internal and external communication effectiveness. The coursework features oral and written communication exercises and a broad knowledge base of the global and dynamic society.

Courses:
COM325: Mass Communication and Strategy
COM335: Foundations of Strategic Communication
COM425: Communication, Conflict and Persuasion
COM455: Technical Communication
COM400: Strategic Communication

Graduate Certificates of Completion
Graduate Certificates of Completion may be requested at any time after the required four courses have been completed. Students must provide proof of a bachelor’s degree. If the student plans to enroll in a degree seeking program, standard admission policy and requirements will be applied at the time of degree enrollment. Please Note: CSU-Global does not provide educator licensing or endorsement.

Accounting
These courses provide students with advanced accounting knowledge in the content areas which include theory and practice, forensic accounting, income taxation and ethics. Students interested in these courses should have a firm knowledge of accounting including application of Generally Accepted Accounting Principles (GAAP).

Courses:
ACT505: Advanced Theory and Practice

ACT510: Forensic Accounting and Fraud Examination-
ACT550: Advanced Income Taxation
ACT560: Accounting Ethics

Applied Business Management
These courses will facilitate the student’s acquisition of skills needed for an analytic approach to organizational assessment for decision-making and leadership purposes.

Courses:
ACT500: Managerial Accounting
FIN500: Principles of Finance
MGT510: Strategy Planning
MGT571: Strategic Product Innovation

Contemporary Practices in K-12 Online Learning
These courses offer professional educators an opportunity to learn focused skills in K-12 online teaching. As schools expand their online offerings and as students expect more technological engagement, educators need to be comfortable and adept with best practices in online education including teaching, assessment, community building, and instructional design. The needs of today’s global educators are addressed through these three core courses and a hands-on practicum. CSU-Global does not provide educator licensing or endorsement.

Courses:
OTL538K: 21st Century Teaching and Learning
OTL545K: Building Online Learning Communities
OTL562K: Assessment, Differentiation, and Design
OTL578: Seminar - K-12 Online Teaching

Criminal Justice Leadership
These courses are designed to provide professionals in criminal justice organizations with fundamental knowledge and insight. The coursework is focused on the key factors needed for effective industry leadership and decision-making: ethics, policy development, management, and criminal justice theory.

Courses:
CRJ500: Criminological Theory
CRJ530: Ethics, Justice and Social Control
CRJ540: Criminal Justice Policy Development and Analysis
CRJ550: Administration and Management of Criminal Justice Organizations
**English Language Learning**
These courses are designed to prepare PreK-12 classroom teachers to work with linguistically diverse learners with an emphasis on ELL methodology, linguistics, literacy, assessment, and compliance. **CSU-Global does not provide educator licensing or endorsement.**

Courses:
- ELL500: English Language Learners
- ELL505: Language Acquisition and Linguistics
- ELL520: Literacy and the EL Learner
- ELL530: Assessment and Administration of ELL Programs

**Finance**
These courses are designed to develop leadership, international perspectives and operational skills in finance by focusing on career development that incorporates state-of-the-art nontraditional and emerging electronic formats.

Courses:
- FIN510: Financial Economics
- FIN520: Financial Reporting and Analysis
- FIN530: Corporate Finance
- FIN575: International Financial Management

**Fraud Management**
These courses are designed to meet the educational needs of those with responsibility for fraud investigation and prevention. The courses prepare individuals with theory, law, and analytical techniques to protect the financial interest of government agencies, companies and individuals.

Courses:
- CRJ555: Fraud Examination and Prevention
- CRJ556: Criminal Justice and Legal Concepts of Fraud
- CRJ557: Fraud Investigation
- CRJ558: Fraud Data Analysis

**Healthcare Administration**
These courses provide a working understanding of the healthcare industry from critical analysis and leadership perspectives. The coursework is focused on key tools and knowledge needed for effective leadership of healthcare-related organizations.

Courses:
- HCM500: The U.S. Healthcare System
- HCM520: Quality and Performance Improvement in Healthcare
- HCM550: Healthcare Policy Analysis and Development
- HCM565: Healthcare Finance or HCM570: Healthcare Information Systems

**Human Resource Performance**
These courses cover key elements that contribute to high performance and organizational effectiveness within the framework of an organized labor employee base.

Courses:
- HRM520: Managing Performance for Results
- ORG521: Managing Dynamic Environments
- HRM516: Effective Labor Management
- HRM500: Managing Human Resources

**Information Technology**
These courses provide managers with the advanced knowledge of the effective use and management of Information Technology. The curriculum places emphasis on the management and effective utilization of information management ensuring organizations gain or maintain a competitive advantage using IT.

Courses:
- ISM501: IT Management
- ISM511: Managing Virtualized and Cloud Systems
- ISM521: Managing Enterprise Resources Planning (ERP) Systems
- ISM561: Business Continuity and Disaster Recovery

**International Management**
These courses will enhance a manager’s ability to learn and adapt to new ideas and new perspectives, while providing them with the critical thinking and evaluative skills vital to market innovation and adaption.

Courses:
- MIM500: Business Strategy in the Global Economy
- MIM510: International Trade
- MIM520: Global Financial Management
- MIM560: International Business

**K-12 Educational Technology and Instructional Design**
These courses are ideal for educators or instructional designers who want to expand their expertise in the design and development of K-12 online educational environments. Instructional designers, K-12 educators, K-12 technology specialists, K-12 curriculum developers, and K-12 library and media specialists will benefit from the principles of solid
online course development and design in a variety of K-12 online educational environments. Unlike other programs that are geared toward corporate instructional design principles and adult-learners, the coursework in this specialization focuses on the K-12 online learning environments, but also leads others in designing and expanding their school’s K-12 online offerings.

Courses:
- OTL531K: Models of E-Learning and Instructional Design
- OTL532K: Principles of 21st Century Learning and Design
- OTL534K: ID Authoring Technologies and Internet Apps for Education
- OTL548K: Education Technology Integration and Training

**Online Learning Innovation and Design**
These courses develop leaders in the field of online education. Students will gain specific knowledge and skills in creating and applying instructional design theory and integrating new learning technologies geared to create a powerful and engaging learning experience. Areas of study include the practical application of innovative and original instructional delivery, virtual learning environments, and evaluation of learning outcome achievement. **CSU-Global does not provide educator licensing or endorsement.**

Courses:
- OTL531: Models of Instructional Delivery
- OTL540: Instructional Theory and Design Principles
- OTL541: Assessment and Evaluation in Learning and Performance
- OTL542: Learning Technologies

**Organizational Learning and Performance**
These courses prepare students to effectively create and drive training and development programs that are critical for the success of today’s global workplaces. Students will learn to apply essential learning strategies and instructional design techniques in order to increase performance and accomplish organizational goals. Key topics include performance and delivery systems, assessment and evaluation, the use of learning technologies, and strategic planning and leadership. This Specialization has been aligned to the Certified Professional in Learning & Performance (CPLP) certification offered by ASTD (the American Society for Training & Development). **CSU-Global does not provide educator licensing or endorsement.**

Courses:
- OTL520: The Adult and Nontraditional Learner
- OTL541: Assessment and Evaluation in Learning and Performance
- OTL542: Learning Technologies
- OTL544: Leading the Learning Strategy

**Strategic Innovation and Change Management**
These courses provide the information, skills, and strategies for managing organizational behavior in innovative and dynamic environments.

Courses:
- MGT571: Strategic Product Innovation
- ORG515: Dynamics of Power in Organizations
- HRM520: Managing Performance for Results
- ORG521: Managing Dynamic Environments

**Teacher Leadership**
These courses allow students to gain the skills needed to lead in the classroom, institution, and within larger contexts through policy-making. Employ existing knowledge in teaching and learning to advance the concept of teachers as change agents to share experience and insights with policy-makers, educators, and other stakeholders with an emphasis on Pre-K-12. **CSU-Global does not provide educator licensing or endorsement.**

Courses:
- OTL505: Educational Systems and Change
- OTL510: Teacher Leadership
- OTL515: Teacher as Instructional Change Agent
- OTL560: Facilitating Learning and Transfer
“Going through my program has helped me develop new ideas on how to be an effective educator. I have always enjoyed teaching people how to do things and breaking things down into bite sized, easy-to-understand concepts. The classes I’ve taken so far have helped me sharpen those skills and I can’t wait to get out and really put my new skills to use in the classroom.”

— Joshua Stoneking, M.S. in Teaching and Learning Student
COURSES OF INSTRUCTION

Course Numbering
Course numbering is based on the content level of material presented in a course.

100-299
Lower division undergraduate courses primarily for freshman and sophomore students. Many of these general education courses have been approved Guaranteed Transfer (gtPathways) Courses. Students should reference course descriptions to determine if a specific course has been approved for Guaranteed Transfer.

300-329
Serve dual purpose as intermediate level disciplinary courses for both first-time students who have completed the freshman sequence, as well transfer students from various pathways.

330-499
Upper division undergraduate courses, primarily for junior and senior students.

500-599
Graduate Level Courses. Enrollment restricted to graduate level standing.

Course Prefixes

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Discontinued Courses
Courses that are no longer offered by CSU-Global may still be required to be listed in the Academic Catalog. Courses that have been discontinued will be identified by the “†” symbol next to the course code. Replacement courses, if applicable, will be listed within the course description.

Accounting Courses

ACT300
Principles of Accounting I
3 credits
This course provides students with an introduction to financial accounting for the profit-oriented organization. The course provides a solid presentation of the central accounting terms and concepts, including a discussion of the basic accounting procedures, and the four types of financial statements. The accounting cycle, the double entry system, accrual based accounting, and the introductory use of the QuickBooks™ accounting software is included. The course concludes with a detailed discussion
of the elements that comprise the balance sheet. This course is considered prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ACT301
Financial Accounting
3 credits
This course is intended for the user of financial information. The goal of the course is to provide the tools for making more informed business decisions. Included are an analysis of the various financial statements, their use, and limitations in making business decisions. A detailed analysis of the components of the financial statement and their economic impact on wealth creation for the organization is emphasized. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ACT305
Managerial Accounting
3 credits
This course provides a thorough understanding of basic accounting principles for managerial purposes. Topics covered include managerial uses of accounting information, including product costing, decision making, differential accounting and responsibility accounting. This is a basic course that aids in building a foundation for financial analysis and decision-making. This course is considered prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ACT325
Principles of Accounting II
3 credits
The first set of topics in this course expands upon the financial accounting topics of transactions involving partnerships and corporations, as presented in ACT300. Other subjects presented in the first part of the course include classification issues of short-term debt, various bonds, other long-term liabilities, and preparation of cash flow statements. The second part of the course covers the managerial accounting concepts of job order and process costing, CVP analysis, and culminates in a thorough discussion of flexible budgeting and capital budgeting. Recommended Prior Course: ACT300. This course is considered prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ACT350
Intermediate Accounting I
3 credits
This course provides a thorough understanding of advanced accounting topics. Topics covered include the accounting cycle, financial statements, time value of money, revenue recognition and accounting for cash, receivables, inventory and long-term assets. Recommended Prior Course: ACT325 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ACT360
Intermediate Accounting II
3 credits
This course provides a thorough understanding of Intermediate accounting topics. Topics covered include long-term liabilities; stockholder’s equity; dilutive securities and earnings per share; investments; accounting for income taxes, pensions, and leases; statements of cash flows; accounting change and error analysis; and full disclosure in financial reporting. Recommended Prior Course: ACT350 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ACT400†
Corporate Tax
3 credits
Understand the tax issues surrounding corporate, partnership, estate/trust taxation, mergers and dissolutions. This course is no longer available.

ACT405
Federal Individual Taxation
3 credits
This course covers the federal income tax laws, regulations and tax policy for individual taxpayers. Primary emphasis is on the individual components of personal and business income and the allowable deductions. The taxation of gains and losses on property and capital-asset transactions will be presented. Student will be introduced to the common body of tax laws (CBOTL) and will learn the significance of the CBOTL in tax practice today. Recommended Prior Course:
ACT350. This course is considered prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**ACT410**
**Government and Nonprofit Accounting**
**3 credits**
This course provides a thorough understanding of governmental accounting topics. Topics covered include the financial reporting of state and local governments, learning about the governmental operating statement accounts and budgetary accounting, accounting for general capital assets and capital projects. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**ACT415**
**Business Taxation**
**3 credits**
This course examines the tax issues involved with corporate, flow-through and exempt business entities. Issues related to the development of tax returns for each business entity type are emphasized. The course also covers tax issues related to the gift, estate, and trust wealth transfer vehicles. Recommended Prior Course: ACT350 and ACT405. This course is considered prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**ACT420†**
**International Accounting**
**3 credits**
This course is a study of the accounting issues that affect the global economy. Topics include history of international accounting and various international accounting models. This course is no longer available.

**ACT425**
**Information Systems for Accounting**
**3 credits**
This course covers the use of information systems in the accounting function with a focus on computer systems and internal controls. This course provides students with knowledge to evaluate users’ accounting information needs, and the ability to design, implement, and maintain an accounting information system to meet the requirements of the businesses’ processes and cycles. Recommended Prior Course: ACT350. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**ACT450**
**Auditing**
**3 credits**
This course offers a study of the systematic process by which external financial statements and management assertions are verified and reported, including auditing procedures, standards and programs, the examination of financial statements, and the preparation of audit working papers. The course has numerous predetermined outcomes that include the study of Generally Accepted Auditing Standards (GAAS). Recommended Prior Course: ACT350. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**ACT460**
**Cost Accounting**
**3 credits**
This course incorporates and applies theoretical concepts introduced in Managerial Accounting to financial decision-making. Internal planning (budgeting) and control (evaluation) cycles, managerial monitoring and feedback mechanisms, as well as behavioral performance issues in industrial and service firms, are all emphasized. Students will gain proficiency in practical accounting, procedural applications, and reporting. Topics include job costing, profit analysis, budgeting and forecasting, activity based costing, and variance analysis. This course is considered prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**ACT470**
**Advanced Accounting**
**3 credits**
This course explores the accounting theory, practice and procedures involved with multi-corporate business combinations (mergers, acquisitions, and consolidations), partnership formation, partnership operation and partnership liquidation. Recommended Prior Course: ACT360 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)
**ACT480**  
**Capstone - Accounting Research and Analysis**  
3 credits  
In this capstone course, students will complete Capstone Assignments addressing the program outcomes for the Bachelor of Science in Accounting. Students will demonstrate learning accumulated throughout the Accounting program by applying leadership, critical thinking, problem-solving skills, and creativity to real-world situations. **Prerequisite:** All core and specialization courses.

**ACT495**  
**Accounting Practicum**  
3 credits  
This is an optional course and activity for students in the Bachelor of Science in Accounting program. The course focuses on providing students with practical experience in an accounting setting and provides an opportunity to apply their understanding of accounting principles and practices. For the practicum, students work directly with an organization that provides accounting/auditing/financial services and allows students to work directly with accounting professionals and with some clients in a supervised environment. At the same time, they complete ACT495 as an online course, reviewing module content and assigned readings, participating in discussion forums, and completing a Portfolio Project, which is a reflection on the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. **Prerequisite 3 Core Courses**

**ACT500**  
**Managerial Accounting**  
3 credits  
Understand and apply accounting information for effective financial decision making in the strategic planning process.

**ACT505**  
**Advanced Theory and Practice**  
3 credits  
This course will explore advanced topics related to generally accepted accounting principles (GAAP) including professional pronouncements and reporting regulations. Students will learn how to apply GAAP to business combinations, consolidated financial statements, and current issues in international accounting. **Prerequisite:** ACT500, FINS500, or equivalent coursework.

**ACT506**  
**Advanced Accounting II**  
3 credits  
This course advances a student’s knowledge of the principles of accounting. Students will gain a complex understanding of partnerships, mergers, acquisitions, and consolidations. Students will explore foreign currency concepts and reporting, derivatives and hedging accounting, and segment and interim financial reporting. **Prerequisite:** ACT470 or prior knowledge of consolidations process.

**ACT510**  
**Forensic Accounting and Fraud Examination**  
3 credits  
This course explores various types and methods of financial fraud to provide students with ways to prevent and deter fraudulent occurrences in a financial environment. Topics include identifying the warning signs of fraud, the various methods of fraud investigation, loss recovery, and resolution.

**ACT520**  
**International Accounting**  
3 credits  
This course provides a thorough survey of international accounting practices and principles. Students learn the differences between the International Financial Reporting Standards (IFRS) and the U.S. Generally Accepted Accounting Principles (US GAAP). Advanced topics also include translation of foreign currency, financial statements, international transfer pricing, international taxation issues, and strategic accounting issues for multinational corporations.

**ACT550**  
**Advanced Income Taxation**  
3 credits  
This course will study current issues of pass-through entities, estates, and gift taxation. Students will learn how partnerships, S corporations, and limited liability companies are taxed. Basic estate planning will be discussed as well as federal estate, trust, and gift taxation.

**ACT555**  
**Governmental Accounting**  
3 credits  
This course explores the theories and application of authoritative guidance, rules, and regulations as they apply to governmental and not-for-profit entities. The course emphasizes the similarities and differences in the methods and procedures of government, for-profit, and not-for-profit.
entities. Topics include governmental accounting, accounting records in government, fund allocation, government-wide reporting, not-for-profit accounting, and governmental performance measures.

**ACT557**
**Advanced Fraud Investigation**  
**3 credits**
This course teaches students about types of fraud, documents, sources of evidence, and analysis of internal and external fraud schemes. Emphasis is on the skills needed to identify and investigate fraud as well as the typology and investigative processes associated with an array of white-collar crimes. Students learn tools and techniques for investigating criminal cases including search warrants, civic injunctions, and forfeiture.

**ACT558**
**Fraud Data Analysis**  
**3 credits**
This course focuses on computer-assisted analytical techniques for fraud detection and investigation. An emphasis is placed on data solutions and the application of analytical techniques for preventive, detective, and corrective controls.

**ACT560**
**Accounting Ethics**  
**3 credits**
This course will examine current ethical and professional standards required of all accountants and CPAs. Students will learn ethical reasoning, objectivity, and independence as well as how these elements apply to real-world situations. **Prerequisite:** ACT505

**ACT570**
**Advanced Cost Accounting**  
**3 credits**
This course assists students in their ability to use cost and financial data in the planning, management, and controlling functions of an organization. Emphasis is on the budget process, utilization of internal and external data for control and performance analysis, and the allocation of resources to achieve corporate objectives.

**ACT575**
**Advanced Auditing and Assurance Services**  
**3 credits**
This course focuses on the auditing practice performed by public accountants. Students learn the role of the CPA and auditor and the process for how audits are performed. Topics include planning for the audit, audit reporting and required communications, evaluation of internal controls, audit programs for current assets and liabilities, and audit programs for other business cycles.

**ACT580**
**Capstone — Accounting**  
**3 credits**
This Capstone course focuses on applying and synthesizing accounting concepts related to financial accounting, applications, and financial statements presentations. In this culmination of the student’s learning throughout the Master of Professional Accounting program, students apply accounting research tools to current accounting issues, provide an overview of an accounting program, and demonstrate their ability to make sound financial decisions. **Prerequisite:** All major courses

**ACT595**
**Internship — Accounting**  
**3 credits**
This course is designed for students as an opportunity to demonstrate program outcomes learned in the Master of Accounting program under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty internship coordinator, and on-site supervisor, as well as a final report reviewing the internship experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. **Prerequisite:** 3 Core Courses

**Art Courses**

**ART100†**
**Visual Dynamics**  
**3 credits**
Appreciation and understanding of visual experiences and techniques reflecting cultural dynamics of creativity. This course fulfills a general education humanities requirement. Not an approved Colorado gtPathways course. **This course is no longer available.**
Biology Courses

BIO121
Environmental Conservation
3 credits
Environmental Conservation explores concepts in ecology and conservation biology. It starts with an introduction to ecosystems and the importance of biodiversity, then dives into different threats the environment is facing with a focus on the role of humans in creating and preventing those threats. Personal impacts on the environment and ways to reduce them are also explored. Not an approved Colorado gtPathways course.

BIO121L
Environmental Conservation Lab
1 credit
This course fulfills a general education natural science lab requirement and serves as an optional lab to accompany BIO 121. This course provides a practical introduction to the scientific method and its application to questions about the natural world. Basic principles of ecology and current issues relating to the use of natural resources and environmental problems are discussed. Not an approved Colorado gtPathways course.

BIO201
Public Health and the Environment
3 credits
This course draws content and concepts from the biological sciences and public health administration. Students examine the environmental issues related to active living, food security, housing and health, and social justice as well as the relationship between economic, physical, and social environments. Students will develop skills that allow them to study characteristics of the environment that may influence public health and apply these lessons to the study of public health research, focusing on current and future problems. This course fulfills a general education Natural and Physical Science requirement. Not an approved Colorado gtPathways course.

BIO205
Human Anatomy and Physiology II with Lab
4 credits
This course examines structure and function of the human body. Topics include endocrine systems, respiration, digestion, metabolism, excretion, fluid-electrolyte balance, cardiovascular and reproductive functions and special senses. This course fulfills a general education Natural and Physical Science requirement.

BIO210
Introduction to Microbiology with Lab
4 credits
This course introduces the core concepts of microbiology including microbial identification, physiology, genetics, and ecology. The interactions between microbes and humans are emphasized by discussion of infectious diseases, immunology, epidemiology, and biotechnology. Students will learn the fundamentals of microbiology lab techniques by conducting virtual experiments. This course fulfills a general education Natural and Physical Science requirement. This course fulfills a microbiology for nursing requirement. Not an approved Colorado gtPathways course.

Chemistry Courses

CHE101
Introduction to Chemistry
4 credits
This course will provide an introduction to chemistry. There will be a broad range of topics covered from chemistry in our lives to matter, energy, atoms and elements, nuclear chemistry, compounds, reactions and solution chemistry. This course fulfills a chemistry for nursing requirement. This course fulfills a general education Natural and Physical Science requirement. Not an approved Colorado gtPathways course.

Communication Courses

COM200
Effective Oral Communication
3 credits
During this course, students will develop the skills necessary to speak confidently inside and outside the classroom. Close attention to speaking purpose, managing speech anxiety, audience analysis, research, organization, visual aids, delivery, audience participation and self-reflection will help students develop the skills needed to present information clearly and confidently to others in class as well as in work settings. Topics covered also include effective listening skills, providing peer feedback, and speech analysis.

COM300
Effective Communication: Research and Writing
3 credits
Identify and examine formats, principles, and research tools necessary for effective written communication. A practical approach for leaders in managing the diversity and dynamics of communication needs to achieve desired results. This
COURSES OF INSTRUCTION

course fulfills a general education communication requirement. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

COM301
Research and Writing for the Communication Professional
3 credits
This course is designed to help students develop a writing style that is unified, clear, coherent, and effective. As an applied writing course, students will use scenarios to become competent in the skills of business and academic writing. On completion of this course, students should be able to create a variety of writing formats, apply grammar skills, and exhibit effective research techniques and formatting practices. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

COM305
Communication in the Global Information Age
3 credits
This course brings historical and theoretical perspectives to bear on the exploration of practices in the digital media environment. From interpersonal exchanges to organizational interactions to global culture, economy, and politics, the possibilities and practices associated with how digital media are influencing the world of communication will be explored. Finally, in this course students will examine the impact and implications digital media have on our contemporary communication approaches. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

COM310
Interpersonal Communication
3 credits
This course examines interpersonal communication within work, family, and social contexts. The course will focus on message development, delivery, listening skills, feedback, causes for communication breakdowns, and other variables impacting the interpersonal communication process. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

COM315
Intercultural Communication
3 credits
This course explores issues related to intercultural communication, including various theoretical and practical aspects of how culture influences communication. We will consider the important roles of context (social, cultural, and historical) in intercultural interactions. By applying and considering various approaches to the study of intercultural communication, we will also come to appreciate the complexity and dialectical tensions involved in intercultural interactions. The course will also apply intercultural communication theories to practical situations (organizations, relationships, business, etc.). This learning process should enhance self-reflection, flexibility, and sensitivity in intercultural communication. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

COM320
Mass Communications
3 credits
Gain an understanding of mass communication and its relationship to society including theories in mass communication, contemporary issues, and the impact of media.

COM325
Mass Communication and Society
3 credits
COM325 Mass Communication and Society provides a critical examination of the influence and power of media upon culture and society. Mass communication institutions and their products affect how we perceive reality, influence our priorities, shape our identities, and frame our views of the world around us. Alternately the media are both shaped by our society and culture and tools in the hands of the audiences that use them. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

COM335
Foundations of Strategic Communication
3 credits
This course is designed to introduce students to an understanding of strategic communication from a theoretical and strategic management perspective. In addition this course introduces students to the practical writing skills associated with entry-level strategic communications practice. Students will be exposed to different forms and styles of strategic writing and how these communication activities are guided by theory. Prerequisite: COM301 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)
COM355
Media and Society
3 credits
Explore the interactions of society, information, communication, and the electronic media, and gain an understanding of their intertwined evolution.

COM400
Strategic Communication
3 credits
This course introduces students to the heart of strategic communication: organizational reputation and relationship management. Students will apply and expand theory to practice by learning how to make, justify, and assess the impact of organizational decisions on internal and external relationships, corporate image, reputation, ethics, and trust. Recommended Prior Course: COM335. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

COM425
Communication Conflict and Persuasion
3 credits
This course examines communication and conflict in interpersonal, intercultural, and organizational contexts. Topics covered include conflict styles and strategies for conflict resolution, including collaboration, mediation, and negotiation. The course also considers the role of persuasion in the management of conflict, particularly its role in successful negotiation. Major theories of conflict resolution and persuasion are also addressed. Recommended Prior Courses: COM310 and COM315. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

COM455
Technical Communication
3 credits
This course emphasizes the strategies and formats required for effective written communication in professional and technical fields. The course requires students to develop clear, concise writing strategies in various formats (including manuals, proposals, statements, and white papers) geared to appropriate audiences, as well as the use of graphics and technology to effectively communicate technical information. Recommended Prior Course: COM300. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

COM480
Capstone—Applied Communication Strategies
3 credits
In this capstone course, students will engage in discussions and complete assignments that address the program outcomes for the Bachelor of Science in Communication. Students will demonstrate what was learned throughout the communication studies program by applying leadership, critical-thinking, problem-solving and creativity skills to real-world situations, leading to concrete career opportunities. The course will include using the resources available in the CSU-Global Career Center, culminating in developing a career plan and resume. Prerequisite: All core and specialization courses

COM495
Communications Practicum
3 credits
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. in Communication under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor, as well as a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: COM301

Construction Management Courses

CMG300
Fundamentals of Construction Management
3 Credits
This course is designed to give the students an overview of the knowledge, skills, tools, and techniques needed by today’s construction project managers in order to direct projects towards their successful completion. The course will provide the foundational processes required for construction managers to implement different business practices, strategies, and philosophies in relationship to managing stakeholder concerns, scheduling techniques, budget concerns, and how governmental laws and regulations can affect construction projects. Case studies will be utilized to explore the related issues and to provide real-life scenarios to reinforce the courses learning objectives and materials.
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CMG400
Construction Cost Estimating
3 credits
This course covers cost estimating for residential, light commercial, heavy, and highway construction projects. Students will learn how to prepare competitive bids with detailed quantity take-off and pricing of materials, labor, equipment, and subcontracts. Additionally, students will evaluate three complete sets of drawings and specifications in order to reinforce their understanding of quantity take-offs while using spreadsheet and computerized estimating software throughout the course to complete project cost estimates.

CMG450
Materials Used in Construction
3 Credits
This course focuses on providing each student with a general idea of how materials are employed within construction projects, including a study of properties, uses, and methods of assembly of different types of building materials within design concepts. Students will explore the different uses of construction materials, such as, Portland cement, asphalt, wood, steel, and masonry. Areas of study include the investigation, testing, classification, and engineering properties of materials as well as the modification techniques according to ASTM standards and government laws and regulations.

CMG460
Structural Analysis and Design
3 Credits
This course provides students with a study of the properties statics, strength of materials, and theory of structures as it relates to loads being imposed on a building component or member. Students will apply the knowledge gained within this course to design wood, concrete, and steel structural members within building systems based on the load factors under consideration. At the completion of this course students will gain an understanding of the design principles associated with beam, columns, and fastening connections for the erection of major structural building systems.

Criminal Justice Courses

CRJ300
Introduction to Criminal Justice
3 credits
This course introduces the study of philosophy and history of criminal justice in America. Topics include an examination of criminal justice agencies such as police and security agencies, courts, and corrections, operating as an interacting system. Students will gain foundational knowledge about criminal justice that will prepare them for future studies in discipline. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

CRJ310
Law Enforcement and American Policing
3 credits
In this course, students receive an overview of analysis of the American system of law enforcement, examining the origins, development, roles, and operations of policing in a modern democratic society. Students develop a detailed understanding of the issues involved in policing a democratic society and examine critical issues and new advances in law enforcement. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

CRJ320
Juvenile Justice
3 credits
This course begins with the history of adolescence, delinquency, and the U.S. juvenile justice system. Students examine theories on the causes of delinquency and study police, courts, corrections, and rule of law as applied to youth in order to recognize the problems and issues associated with measuring juvenile crime and victimization. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

CRJ325
Introduction to Forensic Psychology
3 credits
In this course, students examine major areas of interest shared by psychology and law, including the use of psychological assessments in court, issues of criminal responsibility, criminal profiling, and the use of psychological knowledge in prisons. Students apply knowledge of human behavior and through processes to a variety of legal contexts covered in this course. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

CRJ330
Research Methods of the Criminal Justice Professional
3 credits
This course introduces students to statistical techniques most commonly encountered in the analysis of quantita-
tive data in social and criminal justice fields. Emphasis is placed on descriptive and inferential statistics. The learning experience culminates a comprehensive report of hypothesis testing with secondary data.

**CRJ335**  
Laws of Evidence  
3 credits

This course explores the theory and practice of modern criminal investigation techniques. Topics include tactics and procedures for crime scene evidence collection, preservation, and presentation. Students learn investigative approaches in specific forms of crime and develop a working knowledge of the steps of investigation, beginning with the initial crime scene, and ending with evidence presentation and court testimony. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**CRJ336**  
Criminal Investigation  
3 credits

This course covers the theory and practice of modern investigation methods for law enforcement agencies. Topics include techniques and procedure for evidence collection, preservation, and presentation, as well as investigation resources, including crime laboratory and databases. Students explore current investigative techniques and tools applied in criminal investigations. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**CRJ340**  
Restorative and Community Based Justice  
3 credits

In this course, students are introduced to the origins, theories, controversies, and practices, both past and present, of restorative and transformative justice as alternative responses to resolve conflicts. Course material also interrogates the question: “when is it appropriate to forgive rather than to punish?” and examines how restorative justice is employed and practiced to address crime, school discipline, and other types of conflict around the world.

**CRJ360**  
Leadership in Contemporary Criminal Justice Environments  
3 credits

This course introduces and explores the unique characteristics and attributes of leadership in criminal justice organizations. Students will learn and apply those theories of leadership most applicable to the unique working environment of criminal justice practice.

**CRJ420**  
Criminal Justice and the Constitution  
3 credits

This course will provide an overview of the criminal procedure under the U.S. Constitution, specifically as related to due process and crime control. Topics include the Fourth Amendment, self-incrimination, constitutional violations, court proceedings, and criminal procedures during national emergencies. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**CRJ426**  
Investigative and Forensic Interviewing  
3 credits

This course addresses the importance of conducting investigative interview and interrogations as the foundation for all levels of law enforcement in investigative case work, intelligence development, and assessment and planning. The major course components include structure of the interview, cognitive interviewing, detection of deception, and elements of interrogation. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**CRJ430†**  
Fundamentals of Penology  
3 credits

This course is an overview of the establishment and function of jails and prisons and the punishment of criminals. Issues covered include philosophies of punishment and rehabilitation, sentencing, special prison populations, recidivism, and future challenges for the field of corrections. Students learn implications resulting from penology and punishment. *This course is no longer available.*

**CRJ440**  
Ethics for the Criminal Justice Professional  
3 credits

This course explores the theory, practice, and application of ethics to the field of criminal justice. Students gain a basic understanding of how ethics works with the practice of criminal justice. This course prepares students for further inquiry into ethics by providing a solid foundation of its role in criminal justice policy and practice.
CRJ450
Investigative Forensic Photography
3 credits
The course introduces students to the art of reproducing crime, accident, or autopsies scenes using photography to aid in investigation or for the benefit of a court. Students examine the principles, theory, techniques and ethics of photography in digital format as applied in criminal investigation and within the field of forensics. Discussions are focused on the use of photographs in court and the testimony of the photography. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

CRJ460
Managing Criminal Justice Organizations
3 credits
This course explores the administration, management, and organizational structure of criminal justice agencies. Students will learn the fundamentals of organizational theory, and link those theories to the management of justice organizations with various sizes and purposes and all levels of government.

CRJ465
Physical Methods in Forensic Science
4 credits
This course serves as an introduction to the application of scientific methods for the examination of physical evidence in the criminal justice system including microscopy, ballistics, pattern recognition, and fingerprint analysis. Students apply critical thinking skills to analyze evidence using scientific processes and procedures. *CRJ470*

CRJ470
Race, Class, and Crime
3 credits
This class examines the many ways in which race, social class, and crime influence the justice system, the occurrence of crime, and punishment. The course interrogates the question: “Does skin color influence justice in America?” Students learn race and class as social constructs and explore them in relationship to crime rates, their impact on society and communities through incarceration, sentencing policies, as well as the economic and political systems. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

CRJ480
Capstone—Application of Criminal Justice Knowledge and Skills
3 credits
This course focuses on a criminal justice issue in-depth at the national and international levels. *Prerequisite: All core and specialization courses*

CRJ495
Criminal Justice Practicum
3 credits
This course is designed for students who currently participate on the staff of a criminal justice or related service agency as an opportunity to demonstrate program outcomes learned in the B.S. in Criminal Justice and Law Enforcement Administration under the supervision of both faculty and agency personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the faculty practicum coordinator and on-site supervisor as well as a final report. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. *Prerequisite: Students must successfully complete three courses (nine credits) prior to taking the practicum.*

CRJ500
Criminological Theory
3 credits
This course surveys the major schools of thought about crime causation (sociological, psychological, and biological), identifies the primary positions of each theoretical approach, examines the role of theories in reasoning and organizing studies of crime and control, and discerns policy implications of various theories. In completing the course, students will gain/improve their library research skills and acquaint themselves with APA style and citing sources.

CRJ530
Ethics, Justice, and Social Control
3 credits
This course explores the theory, practice, and application of ethics to the field of criminal justice. Students explore the role ethics plays in law enforcement, in the courts, and in corrections, to gain a basic understanding of how ethics meshes with the practice of criminal justice. The course further examines the ways in which ethics and popular constructions of ethics have influenced and continue to impact justice policy.
CRJ540
Criminal Justice Policy Development and Analysis
3 credits
This course explores the process of policy making in the justice system, including an examination of the ways policy decisions impact criminal justice organizations. Students will learn the fundamentals of the policy process, including agenda setting, implementation, and evaluation. Students will also explore the impact of media and other external forces on setting the policy agenda at the local, state, and federal levels. This course will prepare the student for further inquiry into policy making and the policy process, providing a solid foundation for students to understand the role of policy in justice system practices.

CRJ545
Restorative Justice: A Social Movement
3 credits
This course explores restorative justice, which has emerged on the international scene as an umbrella concept and social movement. Topics include empirical evidence for restorative justice, critical issues and gaps in theory and practice, and the integrity and overall direction of the movement. Students will explore the needs and roles of key stakeholders (victim, offenders, communities, and justice systems), the values and assumptions of the movement (including its spiritual and religious roots), and current practices in the United States and beyond.

CRJ550
Administration and Management of Criminal Justice Organizations
3 credits
This course links theories of organizational behavior to the management of justice organizations. Students will examine challenges facing criminal justice leaders who manage resources and employees and who are responsible for public safety. Class discussions will expand students’ understanding of what differentiates criminal justice organizations from private and other public organizations.

CRJ555
Fraud Examination and Prevention
3 credits
This course examines the act of fraud, motivations for committing fraud, evaluation of ways to combat fraud, methods of fraud prevention, symptoms of fraud, legal resolution of fraud, and methods of fraud detection. Students focus on fraud investigation and the types of evidence necessary for fraud actions and learn the requirements of a fraud report. This course also identifies the various types of fraud including fraud against organizations, fraud on behalf of organizations, and assessment of fraud risk in e-commerce.

CRJ556
Criminal Justice and Legal Concepts of Fraud
3 credits
This course provides an overview of the legal systems involved in dealing with fraud and the processes and procedures of fraud investigation, prosecution, and legal remedies required for fraud management professionals. The course includes overviews of types of fraud and of the U.S. court system, and further explores fraud as a civil cause of action and as a crime. In discussion, fraud as a crime, emphasis is placed on criminal procedure and the rights of the defendant. Students are also introduced to concepts related to evidence and the role of the expert witness in a fraud case.

CRJ557
Fraud Investigation
3 credits
In this course we will review types of fraud, documents associated with criminal investigation of fraud, sources of evidence, and analysis of internal and external fraud schemes. Emphasis on the skills needed to identify and investigate fraud will be reviewed. The typology and investigative processes associated with an array of white-collar crimes will be analyzed. Review of the process of serving search warrants, civic injunctions, and forfeiture will be addressed. A full range of investigative tools and techniques involved in investigating white-collar criminal cases will be examined. Examples of important documents such as search warrants, seizure warrants, and civil injunction declarations will be given.

CRJ558
Fraud Data Analysis
3 credits
This course focuses on computer-assisted analytical techniques for fraud detection and investigation. Students will learn about solutions to data problems and applications of analytical techniques for preventative, detective, and corrective controls.

CRJ560
Communities and the Administration of Justice
3 credits
Understand the role communities play in the administration of justice and the responsibility of criminal justice organizations to involve communities in justice planning.
COURSES OF INSTRUCTION

CRJ570
Applied Research for Criminal Justice Professionals
3 credits
The course aims to develop students’ practical understanding of and experience in applying the most common research tools and techniques used by criminal justice organizations. Students are able to contextualize criminal behavior while developing skills using tools for resource allocation within criminal justice agencies.

CRJ575
Analytical Methods
3 credits
The course provides a foundation for the quantitative analysis of the relationship between variables. Students gain a working knowledge of conducting, critically evaluating, and reporting statistical analyses for studies in criminology and the criminal justice fields. The emphasis will be on hypothesis testing with bivariate statistical methods and the linear regression model.

CRJ580
Criminal Justice Capstone Experience
3 credits
This course provides an opportunity for understanding and integrating research and components of crime and justice administration/management as learned throughout the Master of Criminal Justice and Law Enforcement Administration program. Students evaluate a social intervention or justice policy by reviewing research evidence and making proper recommendations. The course centers on the completion of an evidence-based capstone work that will serve as the essential foundation of a professional portfolio. Prerequisite: All core and specialization courses

CRJ595
Criminal Justice Internship
3 credits
In this course, students participate on the staff of a criminal justice or related service agency under the co-supervision of faculty and agency personnel. Weekly journals and a mid-term report are required and combine theory and observation of professional practice. Other course requirements include a mid-term conference with the faculty internship coordinator and evaluation of the on-site supervisor. On-site hours are determined by credit hours. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: Students must successfully complete three courses (nine credits) prior to taking the internship.

Computer Programming Courses

CSC320
Programming I
3 credits
This course provides students with the skills needed to become a Java object-oriented programmer. Students will learn to program applications using discrete structures and developing programs that access and update stored information from local databases and servers. Students will also learn the underlying features and use of programming language translation and static program analysis including run-time components such as memory management in different operating system environments.

CSC372
Programming II
3 credits
This course provides students with the skills needed to become a Java object-oriented programmer. Students will learn to program applications using discrete structures and developing programs that access and update stored information from local databases and servers. Students will also learn the underlying features and use of programming language translation and static program analysis including run-time components such as memory management in different operating system environments.

CSC400
Data Structures and Algorithms
3 credits
This course provides an overview of data structures including arrays, lists, trees, graphs, hashes, and files. Students will apply techniques to analyze algorithms and to compare data structures. Required Prerequisite: CSC372

CSC450
Programming III
3 credits
This course places a heavy emphasis on students’ ability to develop secure and functional computer programs using either Java or C++ programming languages. Students will use programming knowledge to complete programming projects based on real-world scenarios that reflect problems in most organizations. Additionally, students will check the security posture of the code by performing checks during development that will be documented and mitigated. Students will be covering topics and concepts such as ensuring security and functionality of computer programs. Required Prerequisite CSC400
COURSES OF INSTRUCTION

CSC470
Software Engineering
3 credits
This course teaches students software assurance best practices and methodologies to protect and defend information and information systems. Students will also learn software integration and testing techniques including black and white box, regression, and unit testing as well as inspection and debugging software in order to maximize value in a business environment. Students will also be exposed to the Software Development Life Cycle (SDLC) which includes requirements analysis; logic design (UML); physical design, and system maintenance. Prerequisite: CSC450

CSC475
Platform Based Development
3 credits
In this course, students demonstrate a firm understanding of development concepts in multiple environments by designing simple web and mobile applications. Students will analyze specific programming requirements for multiple platforms including: web platforms, mobile platforms, industrial platforms, game platforms, and tactical platforms. Prerequisite: CSC450

Economics Courses

ECN205
Global Perspectives: Economies of Asia and the Pacific Rim
3 credits
This course explores the economies and economic structures and institutions of Asia and the Pacific Rim. Emphasis is placed on models of economic growth and theoretical analysis pertaining to countries including China, Japan, and the Southeast Asian region. The course will also conduct historical analysis of Asian economies and the Asian economy more broadly and examine the relationships between Asia and the global economy.

ECN310
Microeconomic Principles
3 credits
Microeconomics addresses the economic decisions made at the individual level, by individual consumers or individual firms, after evaluating resources, costs, and tradeoffs. Topics include microeconomic concepts and analysis; supply and demand analysis; theories of the firm and individual behavior; competition and monopoly; environmental externalities and the public good; and, the role of the government in the domestic and global economy. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ECN315
Macroeconomic Principles
3 Credits
An understanding of the theories of economics in a global context. Emphasis on the application of the concepts of demand and elasticity, international rate determination and balance of payments, national and international financial system and institutions, and macroeconomic indicators. This course is a replacement course for ECN400 as of the 2016-2017 Winter A term. Students cannot receive credit for both these courses. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ECN400
Managerial Economics
3 credits
An understanding of the theories of economics in a global context. Emphasis on the application of the concepts of demand and elasticity, international rate determination and balance of payments, national and international financial system and institutions, and macroeconomic indicators. Students in the Bachelor of Science in Business Management program prior to the 2016-2017 Winter A term take ECN400. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ECN405
Management in the Global Economy
3 credits
An analysis of the social, political, technological and economic factors that influence practices and decisions in an international/global organization. Included is the analysis of the scope of expansion and appropriate operations in the international marketplace. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)
ECN410  
Comparative Economics and Global Business 1800 to Present  
3 credits  
This course focuses on the history of business, technology and innovation from 1800 to the present. Major topics include ethics, culture, industrial revolution, technology and innovation, government and the impact of business practices across time and the globe. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

ECN500  
Global Economics  
3 credits  
This course applies and examines classical economic knowledge of international trade and finance to inform decision making in the areas of business, management, and policy. Topics such as classical trade theory, barriers to trade, regulatory policies, gross domestic product, and international banking are explored.

Education Leadership Courses

EDL500  
Strategic Leadership  
3 credits  
This course examines the goals and objectives for individuals and groups to shape school culture, climate, and values. Students learn to facilitate the development of a shared strategic vision and prioritize the student and staff needs of a school within community and district contexts. **Prerequisite: All admission criteria for the licensure program must be met.**

EDL510  
School Leadership Internship  
3 credits  
This course fulfills the internship requirement of the Education Leadership Principal Licensure program at CSU-Global Campus. Prior to enrolling in this course, students should have completed the 300 total hours (approximately six hours per week) of internship activities that specifically relate to course content in the other EDL courses within the program. Learners will then complete assignments that focus on their clinical observation and application of knowledge and skills in various situations. This course must be completed at the same time as OTL568 and therefore allows students to complete six graduate credits in one term without completing a course overload request. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. **Prerequisite: EDL560 with co-requisite of OTL568**

EDL520  
Instructional Leadership  
3 credits  
This course examines instructional leadership in K-12 schools with special attention to issues of promoting the success of every student. Students focus on advocating, nurturing, and sustaining a school culture and instructional program conducive to learning and staff professional growth. **Prerequisite: EDL500**

EDL530  
School Culture and Equity Leadership  
3 credits  
This course introduces the ethical, social, and technical dimensions of current educational leadership practice. Topics include creating an inclusive and welcoming school climate, promoting the overall development of every student, providing instruction that meets the needs of diverse student populations, and fostering a culture that encourages continual improvement. **Prerequisite: EDL520**

EDL540  
Human Resource Leadership  
3 credits  
This course focuses on personnel management and instructional supervision for creating effective learning environments with diversity and equity. Students learn how to be visionary change agents by creating collaborative learning communities, engaging in reflective and research-based practices, and increasing capacity for leadership development. **Prerequisite: EDL540**

EDL550  
Managerial Leadership  
3 credits  
This course explores the allocation of resources for maximizing student and staff learning support. Students learn the necessary functions for managing school operations conducive to learning and ensuring a safe environment in accordance with federal/state laws and school board policies. **Prerequisite: EDL540**

EDL560  
External Development Leadership  
3 credits  
This course investigates the development and successful implementation of initiatives that better serve learners. Students learn to effectively design structures and pro-
cesses that result in community engagement, support, and ownership. The course content focuses on proactively creating opportunities for parents, community leaders, and business representatives to participate in meaningful school activities, and provides effective strategies to leverage district and community resources in the best interest of students and their families. **Prerequisite:** EDL550

### Emergency Management Courses

**EMG300**  
**Foundations of Emergency Management**  
**3 credits**  
The purpose of this undergraduate course is to provide the student with a high-level understanding of theory and practice of emergency management. Topics include emergency management concepts, history, terminology, and the roles, functions, and inter-relationships of key disaster and emergency management agencies and organizations. Students examine emergency management issues through a diverse range of case histories, empirical studies, conceptual-theoretical investigations, policy perspectives, and institutional analyses. The course provides an examination of case studies of natural hazards, pandemics/epidemics, active shooter threats, terrorism events, disaster resilience, and critical incident analysis. Students examine a number of timely and significant issues, including the importance of technology, legal issues, ethical decision making, intergovernmental and interagency context, and the need for disaster prevention and protection. This course also offers training options such as a FEMA course for additional knowledge and career building. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**EMG325**  
**Hazard Mitigation**  
**3 credits**  
This course provides the student with a basic understanding of the principles of hazard and disaster mitigation. The course explores potential hazards, including natural, health-related, and chemical, biological, radiological, nuclear and explosive (CBRNE) hazards. Actions to reduce or eliminate long-term disaster risk are emphasized, including both structural and non-structural disaster mitigation approaches. Issues related to the local adoption of disaster mitigation measures are considered. Students learn to measure and assess hazards and to understand legal and ethical issues pertaining to disaster mitigation.

**EMG375**  
**Disaster Response**  
**3 credits**  
This undergraduate course provides students with an understanding of the characteristics, functions, and resources of an integrated disaster response system and how various emergency management services respond to disasters. Response policies, processes, outcomes, and systems are examined at the local, state, and federal levels. Emphasis is placed on how disaster response systems are applied to natural, health-related, human-induced and technologic disasters across all levels, processes, and functions. The course provides an examination of the role of national, regional, state and local governments and emergency services in a variety of disasters. The students will become familiar with the Incident Command System (ICS), the National Incident Management System (NIMS) and the National Response Framework (NRF). *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**EMG400**  
**Disaster Recovery**  
**3 credits**  
This course emphasizes a holistic approach the various challenges of disaster recovery, such as housing, infrastructure, and work places. Students identify vulnerable populations, incorporate mitigation measures, and rebuild a sustainable environment. They also study the disaster recovery process, which includes recovery planning, housing, debris management, business and private sector recovery, public and governmental recovery and operations, historical and cultural preservation, environmental recovery, social and psychological recovery and services, voluntary non-governmental organizations (NGOs), federal assistance programs, grant-writing, and donations management. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**EMG450**  
**Comprehensive Emergency Planning**  
**3 credits**  
The purpose of this undergraduate course is to provide students with the rationale and elements of an emergency plan. A selective study of natural and man-made disasters in the United States between 1900 and 2010 examines how these focusing events have shaped policies to improve emergency planning. Students analyze case studies and conduct empirical research to identify lessons learned, social aspects, policy changes, and the collaboration between public and private sectors. Discussion Boards pro-
vide students with the opportunity to further analyze and discuss these focusing events to improve emergency planning. This course also offers training options such as a FEMA course for additional knowledge and career building. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**English Courses**

**ENG101**  
**Composition I**  
3 credits  
This course introduces students to the skills and requirements of proper academic writing at the college level. Emphasis is placed on the planning, writing, and revising of compositions including the development of critical and logical thinking skills. Students will learn the basics of proper essay format, information literacy, research skills, and library use at the university. The course supports the development of composition skills through the practice and feedback of critical thinking assignments and a final portfolio research report project. This course fulfills a general education Communication requirement. This is an approved Colorado gtPathways course.

**ENG102**  
**Composition II**  
3 credits  
This course emphasizes critical and logical thinking, problem definition, research strategies, and writing argumentative papers that incorporate research. Students develop the skills necessary for planning and writing research-based essays and projects for other courses as well as learn to gather and prepare information for professional reports. The APA writing style and format as taught at CSU-Global is applied throughout all written assignments as students are encouraged to become responsible members of the CSU-Global research community. This course fulfills a general education Communication requirement. This is an approved Colorado gtPathways course.

**ENG130**  
**Introduction to Literature**  
3 credits  
This course provides the study of both traditional and contemporary literary works in four major genres: short fiction, the novel, poetry, and drama. Students examine literary elements such as character, plot, theme, setting, and symbolism, thus furthering their understanding and appreciation of the literary work. This course fulfills a general education Arts and Humanities requirement. This is an approved Colorado gtPathways course. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**ENG501**  
**Studies and Composition Studies in Pedagogy**  
3 credits  
This course establishes the academic foundation for graduate English studies at CSU-Global Campus. Students will learn the process for developing academic approaches to teaching composition in high school and college based on the current pedagogies within the composition and rhetoric academic community. Besides learning the basic foundations of academic inquiry, students will learn the critical differences between current composition theories and pedagogies in the context of how this discipline has evolved since the late 1960s and early 1970s. Based on the theories they learned in this class, students will concentrate on developing practical solutions to often confounding problems of teaching students how to write in the digital age.

**ENG510**  
**Literary Criticism Theory**  
3 credits  
In this course students will learn how to use the various theoretical lenses to develop coherent criticism of a literary text. An emphasis in this course will be not only to teach selected theoretical perspectives, but for students to write literary criticism based on the appropriate methodology that specifically pertains to that theory. The various theoretical lenses will include New Criticism, New Historicism, Structuralism, Deconstructionism, African American, Feminism, Marxism, Reader Response, Psychoanalytical, Gay and Lesbian, Ecocriticism, and Postcolonial. Prerequisite: ENG501

**ENG515**  
**History and Theory of Rhetoric**  
3 credits  
In this course students will learn the process for developing approaches to teaching the history and theory of rhetoric in high school and college based on traditional theories within the English literary community. Students will learn the historical development of rhetoric from origins in ancient Greece to the digital age of the 21st century. Students will study Plato, Aristotle, and Cicero from the classical period, the further development of rhetoric during the medieval period, especially as was influenced by Cicero, the emergence of humanism and Aristotelean scholasticism in the Renaissance, the enlightenment of the 17th and
18th centuries that was influenced by John Locke and empiricism, the development of modern rhetoric in the 20th century to include influential thinkers such as Kenneth Burke, I.A. Richards, and Marshall McLuhan. Prerequisite: ENG501

**ENG520**  
**Advanced Studies in World Literature**  
**3 credits**  
In this course students will study the different literary genres and styles from a range of global or world literature perspectives, including reading the traditional masterpieces, such as Homer’s The Odyssey; and a post-colonial reading, such as in Achebe’s Things Fall Apart. Students will develop various approaches of reading, especially in how different cultures develop literature that is both unique to primary English-language readers while, at the same time, literature that is compellingly similar. This course will try to bridge cultural differences while at the same time we will emphasize our similarities.

**ENG525**  
**British Romantic Literature**  
**3 credits**  
In this course students will study British Romanticism as a major intellectual, literary, and cultural movement, reading the works of the major writers of that period. Although the publication of Lyrical Ballads in 1789 traditionally marks the beginning of the English Romantic period, several English writers had already been demonstrating impulses that would be then be more formalized by writers like Wordsworth and Coleridge. The course themes will include: the Romantic ideas about nature, revolution and democratic government, the dominance of feelings and emotion over reason and logic, the importance of the common man, how art and literature should reflect the natural world, and how traditional literary forms were stretched and transformed into new modes of expression during the British Romantic period.

**ENG532**  
**American Literature WWI to Present**  
**3 credits**  
This course will cover the two major literary movements that occur during this period: Modernism and Post-Modernism. Students will discuss how the various writers who lived and wrote during these two periods both represent and contradict the definitions of these major literary movements. In a literary period where contradiction is a major thematic and stylistic approach, few writers in the modern America will ever fit into a neat package. Also discussed in this class is the emergence of diverse voices on the American literary scene. As the 20th century drew to a close and the beginning of a new century has developed: minority and previously marginalized writers have emerged as the dominant voices of the new American literature.

**English Language Learning Courses**

**ELL500**  
**English Language Learners**  
**3 credits**  
Methods and techniques of teaching English to children of linguistically diverse backgrounds.

**ELL505**  
**Language Acquisition and Linguistics**  
**3 credits**  
Normal processes of development of language in children, growth of language, including structure, comprehension, use of oral and written language, other symbolic behavior.

**ELL520**  
**Literacy and the English Language Learner**  
**3 credits**  
Methods and techniques of teaching Literacy to K-12 English Language Learners.

**ELL530**  
**Assessment and Administration of ELL programs**  
**3 credits**  
Study of state, federal, and local laws and policies concerning ELL programs; language proficiency instruments used by teachers for assessment and placement of ELLs.

**Finance Courses**

**FIN300**  
**Principles of Finance for the Private Sector**  
**3 credits**  
A study of the financial aspects of businesses, including the costs of capital, fund acquisition sources, time value of money, efficient management of assets, and investment decisions. Particular emphasis is on determining the optimal capital structure between utilization of debt and equity financing.

**FIN350**  
**Principles of Finance for the Public Sector**  
**3 credits**
Introduction to financing of and budgeting within public sector institutions, including the history and trends of funds acquisition and distribution. Accountability to governing bodies and taxpayers for the use of public fiscal resources will be examined.

FIN400
Analyzing Financial Statements
3 credits
This course introduces the study of accounting principles to give students an understanding of the theory and logic that underlie basic accounting procedures and practices. It then focuses on reading, interpreting, and analyzing financial statements. Major topics include the underlying framework of Generally Accepted Accounting Principles (GAAP) and comparison with the International Financial Reporting Standards (IFRS), the accounting cycle, preparation of the four principal financial statements, and financial statements analysis as well as ratio analysis for strategic planning and decision making. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

FIN500
Principles of Finance
3 credits
Understand the principles and theories of finance to analyze statements and fiscal information for effective decision making in today’s competitive environment.

FIN507
Bank Management
3 credits
This course examines the changing environment of commercial banks and banking services. Topics include the unique management challenges associated with regulatory changes, product innovations, financial reporting, and risk management. Recommended Prior Course: FIN500

FIN510
Financial Economics
3 credits
This course is an introduction to financial economics. It will cover the analytical tools and finance theory necessary to make good investment decisions and to understand the paradigm of security valuation. Important themes in the course include individual decision making, risk and return, arbitrage, and market equilibrium. Recommended Prior Course: FIN500

FIN520
Financial Reporting and Analysis
3 credits
The course studies the process of business analysis and valuation through the evaluation of financial statements. Topics include analysis of financial statements and ratio, strategic, prospective, equity and credit analysis. Recommended Prior Course: FIN500

FIN530
Corporate Finance
3 credits
This course provides students with the knowledge and skills to manage the finance function of a modern organization. Students gain a foundational understanding of key concepts and learn to apply financial-management techniques in order to be successful in positions of business management. Recommended Prior Course: FIN500

FIN540
Investments
3 credits
This course is designed to familiarize students to investment products, tools, and techniques that are available to help individual investors meet their goals. The topics covered include investment alternatives, organization and regulation of securities markets, securities valuation, and portfolio theory and management. Prerequisites: FIN507

FIN550
Financial Markets and Institutions
3 credits
This course presents an overview of the roles played by the various markets, institutions, and financial authorities. Specific topics include an introduction the U.S. financial system, the supply and demand for loan funds, securities, and obligations. Emphasis is placed upon policy effects of financial institutions and markets upon various sectors of the economy. Recommended Prior Course: FIN540

FIN560
Derivatives and Assets Pricing
3 credits
This course provides a broad introduction to derivatives strategies and implications including markets such as options, futures, and swaps that can be applied when managing a portfolio. Derivative securities play an integral part in managing risk for multinational corporations, portfolio managers, and institutional investors, as well as provide opportunities for speculators around the world. Prerequisites: FIN507
FIN570
Insurance and Risk Management
3 credits
This course provides an understanding of how large-scale complex risk can be quantified, managed, and architected. Students learn to identify the business and technical issues, regulatory requirements and techniques to measure and report risk across a major organization. Prerequisites: FIN507

FIN575
International Financial Management
3 credits
This course provides a comprehensive introduction and overview of the field of international finance. It covers the knowledge needed to manage the international aspects of multinational firms, the operations of international and foreign bank and financial institutions, and the operations of all firms, organizations, and individuals active in the current and future global business and financial environments. Recommended Prior Course: FIN500

FIN580
Capstone - Finance
3 credits
The goal of this capstone course is to integrate all essential concepts in financial decision-making. Students will develop a comprehensive capstone project that can be applied to a place of employment or within the financial sector. Prerequisite: All core and specialization courses

Geology Courses

GEO101†
Earth Science
3 credits
This course emphasizes four regions: the hydrosphere (water), the atmosphere (air), the lithosphere (rock), and space. This course fulfills a general education Physical and Natural Science requirement. Not an approved Colorado gtPathways course. This course is no longer available.

GEO101L†
Earth Science Lab
1 credit
This course is designed to augment GEO101 and may fulfill a general education Physical and Natural Science lab requirement. Not an approved Colorado gtPathways course. This course is no longer available.

GEO101C
Earth Science with Lab
4 credits
This course emphasizes four regions: the hydrosphere (water), the atmosphere (air), the lithosphere (rock), and space. This course fulfills a general education Physical and Natural Science requirement. This is an approved Colorado gtPathways course.

Healthcare Informatics Courses

HCI310
Principles of Health Information Management
3 credits
This course introduces healthcare medical and business processes from a software design perspective. The course focuses on the need for technology and interaction among all the stakeholders within the medical environment.

HCI320
Healthcare Informatics
3 credits
This course focuses on the methods to apply the requirements of healthcare systems for the storing of patient information. The course also focuses on the medical management systems. The topics to be covered include: healthcare delivery system in relation to overall management functions, institutional, social, and political forces in health care, and the role of IT in healthcare management, and information security and patient privacy as it relates to HIPAA. Prerequisite: HCI310

HCI340
Quality Health Information Systems and Security
3 credits
This course includes an examination of the relationships between healthcare quality, risk management, and organizational performance management as it relates to health information systems. Focus includes ensuring compliance with the standards of regulatory and accreditation organizations and living in a post HIPAA world. Prerequisite: HCI310

HCI400
Coding and Reimbursement Systems
3 credits
This course will focus on health records and federal regulations regarding prospective payment systems and methods of reimbursement. This course will focus on use of the guidelines in the various contemporary coding systems as well as ensuring their accuracy. Students will also
focus on reimbursement systems and their impact on coding. Prerequisite: HCI310

**Healthcare Administration and Management Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCM300</td>
<td>Healthcare Principles and Practices</td>
<td>3</td>
<td>This course explores fundamental principles and practices as applied to healthcare. Topics include the examination of the organizational structure of the health care delivery system and administrative processes as well as the major issues and areas of concern confronting health service administrators.</td>
</tr>
<tr>
<td>HCM301*</td>
<td>Accounting and Finance for Healthcare Managers</td>
<td>3</td>
<td>In this course, students are provided an overview of the financial environment in which healthcare organizations operate and introduced to fundamental concepts of finance and accounting in the healthcare industry. Students will examine key healthcare finance concepts, basic managerial and accounting principles, the budget process, and tools used for financial analysis. Attention is also given the government financing of health services via the Medicare and Medicaid programs. Assignments and discussions provide opportunities to examine and apply techniques related to cost accounting with emphasis on cost control strategies. *Available Spring B.</td>
</tr>
<tr>
<td>HCM305</td>
<td>Health and Disease</td>
<td>3</td>
<td>This course gives students an introduction to the basic principles of illness and disease as well as the impact of disease trends on the delivery of services. The clinical manifestations of diseases commonly seen in the health care environment, health promotion, and wellness programs will be reviewed.</td>
</tr>
<tr>
<td>HCM310</td>
<td>Introduction to the U.S. Healthcare System</td>
<td>3</td>
<td>In this course, students are introduced to an overview of the U.S. healthcare system. The historical background of the shift from an acute care hospital-based system to a chronic/preventive care ambulatory focus and influence of current trends such as the Affordable Care Act and the aging population are presented. Students will examine differences between non-profit and for-profit healthcare organizations, and how quality, safety, and competition within the healthcare industry impact patient care. Assignments and discussions provide opportunities to compare and contrast the U.S. healthcare system to other nations’ healthcare systems. <em>(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)</em></td>
</tr>
<tr>
<td>HCM315*</td>
<td>Healthcare Supervision</td>
<td>3</td>
<td>The course explores fundamental concepts of supervision and management theories as applied to healthcare. Major topics include: management challenges, organizational design, program planning, supervisory relations, and teams in organizations. Special emphasis will be placed on understanding and addressing the major issues and problems confronting first-level healthcare supervisors. Assignments and discussions provide opportunities to examine the organizational structure of healthcare organizations and administrative processes such as planning, problem solving, and decision making. *Available Spring D</td>
</tr>
<tr>
<td>HCM320</td>
<td>Introduction to Health Policy</td>
<td>3</td>
<td>This course will focus on the historical context of health care delivery and policy-making procedures. Students will focus on the political, economical, and social aspects of health care policy impacting both providers and patients. Further discussion will provide insight into the complexity of health care policy reformation, how the policy-making process works, and how moral and ethical decision-making at the policy level influence health care providers within the institutional settings. Public health awareness and preparedness will also be discussed as related to influencing political officials to formalize policy-making efforts through legislative reform. <em>(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)</em></td>
</tr>
<tr>
<td>HCM340</td>
<td>Health Law</td>
<td>3</td>
<td>This course will offer the student a basic overview regarding healthcare law in the United States. It will provide a systemic analysis of healthcare provider services, moral, ethical, and legal issues that may involve healthcare professionals, patients, hospitals, clinics, and other organiza-</td>
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COURSES OF INSTRUCTION

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tions. Discussions will include the current standards surrounding informed consent, patient confidentiality laws, and the legal parameters impacting healthcare workers concerning patient care. Further readings and discussions will focus on elder care and abuse, research on genetics, end-of-life-planning concerning the elderly and their families, malpractice suits, Medicare and Medicaid financial implications, and allowing students to familiarize themselves with basic legal terminology. Recommended Prior Course: HCM310 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HCM345*
Health Law and Ethics
3 Credits
This course will offer the student a basic overview regarding healthcare law in the United States and introduce students to the moral and ethical issues that healthcare providers are confronted with daily. It will provide a systemic analysis of healthcare provider services and moral, ethical, and legal issues that may involve healthcare professionals, patients, hospitals, clinics, and other organizations. Students will review legal, moral, and ethical constructs shaping today’s healthcare environment, analyze the different types of reasoning in the decision-making process, and utilize various concepts to make identifiable analysis of healthcare challenges and issues. Readings and discussions will include the current standards surrounding the legal and ethical parameters impacting patients and healthcare workers. Topics include: informed consent, patient confidentiality laws, elder care and abuse, end-of-life-planning, standard of care, and malpractice. * Available Spring D.

HCM350
History of Healthcare Worldwide
3 credits
The historical evolution of health care is reviewed including models in the USA, Canada, the EU, and Asia. Areas include the introduction to the various forms of provider models and service delivery systems found in private and public health sectors. The financing aspects of health care and their influence on health care delivery and quality are examined.

HCM370
Quality and Risk Management in Healthcare
3 credits
This course provides the student with an overview of healthcare risk management pertaining to the role of the risk manager within the healthcare setting, focusing on real-life issues addressed by risk managers, and exploring the liability issues that may be associated with perceived risks both occupationally and patient-related. Further reading and discussion will include examining risk and risk management outside the hospital setting regarding behavioral health, ancillary services, assisted living, and general emergency services. Students will also examine the issues surrounding privacy and compliance issues of medical records and record keeping, handling sentinel events, and the overall effectiveness of healthcare regulations pertaining to risk management. Recommended Prior Course: HCM310 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HCM375
The Economics of Healthcare
3 credits
In this course, students receive practical knowledge about and apply economic theories and principles to understanding healthcare economic issues and problems related to the amount, organization, and distribution of healthcare resources in the United States. Students will learn and apply economic principles such as supply and demand, economic theories, resources allocation, competitive markets, market evaluation methods, and cost effectiveness analysis related to making choices about and understanding the consequences of resource scarcity in the healthcare industry. Students will discuss issues and controversies surrounding the federal and state governments’ roles in financing and regulating health services. Recommended Prior Course: HCM310 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HCM400
Managed Care and Health Insurance
3 credits
Managed care and health insurance covers healthcare issues surrounding management, insurances, and managed healthcare plans and discusses the new regulations from the Affordable Care Act (ACA). Students will learn about the basic foundations concerning insurance benefit plans for Medicare and Medicaid. The course will also cover fundamental ideas concerning cost-containment measures and quality of healthcare being delivered, focusing on a US-based approach to healthcare insurance plans for HMOs and other integrated insurance delivery systems. Recommended Prior Course: HCM310 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)
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**HCM410**
**Healthcare Operations Management**
3 credits
This course will introduce the student to healthcare management within a hospital or clinical setting. Students will gain an understanding of how to manage in the healthcare setting through planning, directing, and leadership responsibilities. Students will also learn about the importance of financing in achieving healthcare goals. Discussions will include managing hospital staffing, managing financial obligations in the present leadership roles in healthcare, integrating the higher level of patient care based on the current ACA standards, and understanding how older models of management and leadership practices can be blended into contemporary practices within today's healthcare industry. Students will also gain knowledge of moral and ethical implications impacting operational management decision-making practices. Recommended Prior Course: HCM310 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HCM420**
**Ethical Decisions in Healthcare Management**
3 credits
This course will introduce students to the moral and ethical issues that healthcare providers are confronted with daily. Further discussion will focus on the introductory level decision-making used in making healthcare decisions in policy, medical determinant issues, the use of medical genetics, and issues surrounding end-of-life processes. Students will review theoretical constructs shaping today’s healthcare environment, analyze the different types of reasoning in the decision-making process, and utilize the various ethical theories researched in order to make identifiable analysis of moral and ethical issues presenting themselves in healthcare. Recommended Prior Course: HCM310 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HCM450**
**Healthcare Information Systems**
3 credits
This course will allow students to explore the concepts of major information systems and the application of electronic data in the healthcare setting. Topics include the examination of the processes used in the selection, application and evaluation of computer software and hardware. Methods and processes to make informed business decisions related to the application and use of technology will provide an understanding of technology and its impact within healthcare management.

**HCM460**
**Introduction to Healthcare Strategy**
3 credits
This course will provide the student with an overall introduction to the healthcare strategic management process within a health-related facility. The course also discusses strategic marketing plans to address patient care and patient needs, offers suggestions on how to develop and translate a successful marketing plan assisting in daily operational functions within the healthcare setting, and offers practical applications to strategic management theory through the use of case studies. Recommended Prior Courses: HCM310 and HCM410 (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HCM480**
**Healthcare Policy Analysis and Development**
3 credits
Students will analyze policy development by examining contemporary issues within the healthcare setting. Overall policy, procedures, and outcomes will be discussed. This course will provide the opportunity to examine and analyze the organization and delivery of healthcare in the United States and how these core elements are shaped and influenced by policy and decision-making processes. The course will assist students in preparing for organizational leadership assisting in policy analysis, understanding the moral and ethical values driving healthcare policy within healthcare institutions, and focusing on management practices towards the initialization of new healthcare policies. Recommended Prior Course: HCM310. Note: This course is no longer available.

**HCM481**
**Healthcare Analysis and Policy Development - Capstone**
3 credits
Students will analyze policy development by examining contemporary issues within the healthcare setting. Overall policy, procedures, and outcomes will be discussed. This course will provide the opportunity to examine and analyze the organization and delivery of healthcare in the United States and how these core elements are shaped and influenced by policy and decision-making processes. The capstone course will assist students in preparing for organizational leadership assisting in policy analysis, understanding the moral and ethical values driving healthcare policy within healthcare institutions, and focusing on
management practices towards the initialization of new healthcare policies. Recommended Prior Courses: HCM460, ORG300

HCM495
Healthcare Management Practicum
3 credits
The practicum provides students with practical experience in organizations specific to their fields. Each student will work under the direct supervision of a senior-level professional at an approved organization or company. The purpose of the practicum is for students to apply and integrate what they have learned during the core courses of their programs. Each student will be enrolled in an online course and will be required to participate in coursework that will allow them to demonstrate what has been learned through the practicum experience. The emphasis of the practicum will be on the student assuming a professional role within the organization. Students will complete their practica over a period of eight weeks during one CSU-Global course. A minimum of 80 hours of practicum fieldwork must be completed during the course. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses

HCM500
The U.S. Healthcare System
3 credits
This course provides an in-depth overview of the United States Healthcare System from both a micro and macro level with a special emphasis on the integration of the Patient Protection and Affordable Care Act passed in 2010. An introduction to the definitions, concepts about the system as well as current and future trends in healthcare delivery are considered. Topic areas include: history, organization of the system, operational characteristics, funding mechanisms and current regulatory activities.

HCM502
Organizational Behavior and Human Resources in Healthcare
3 credits
This course focuses on the application of theory to develop the knowledge and skills needed to effectively manage individuals and groups in healthcare organizations. Topics include human behavior, human resource management and labor relation policies. Recommended Prior Course: HCM500

HCM510
Healthcare Models Across the Globe
3 credits
This course takes an in-depth view of healthcare across the globe. Areas include the examination of various forms of provider models and service delivery systems found in private and public health sectors. The financing aspects of health care and their influence on healthcare delivery and quality are examined.

HCM515
Health Law and Ethics
3 credits
This course explores the legal and ethical challenges inherent in the administration of healthcare services. Topics include governmental regulation of healthcare false claims, fraud and abuse, antitrust compliance and litigation, informed consent, principals and legal basis for hospital governance and healthcare malpractice insurance. Recommended Prior Course: HCM500

HCM520
Quality and Performance Improvement in Healthcare
3 credits
This course is an in-depth examination of the relationships between healthcare quality and organizational performance. Students are introduced to quality improvement and patient safety theories, models, methods and tools that have an application on addressing the challenge of improving the quality and safety of the healthcare system. Recommended Prior Course: HCM500

HCM540
Marketing and Consumerism in Healthcare
3 credits
This course introduces students to public and private healthcare options and changes have proven confusing to consumers. Consumerism and consumer education are a focus a foundation for the marketing of products and services in light of pricing, product, promotion and placement factors and issues.

HCM550
Healthcare Policy Analysis and Development
3 credits
This course introduces and examines methods for assuring quality in policy, process, and outcome management are described, as well as the significance and statistical application of measuring outcomes. The development of healthcare policies and changing trends are identified and analyzed.
HCM560
Strategic Healthcare Management
3 credits
This course focuses on the strategic planning and innovation processes in healthcare administration. It addresses the challenges of a changing healthcare environment and critical success factors required for organizations to succeed in the dynamic healthcare landscape.

HCM565
Healthcare Finance
3 credits
This course focuses on the application of key finance principles and concepts to healthcare organizations. The course enables students to learn how to develop, apply, and interpret various financial tools and concepts, including financial statements analysis, costs structure and allocation, dashboards, budgeting and variance analysis, sources of revenue and reimbursement, return on investment analysis, financial ratios, capital budgeting and investment decision making, and working capital management. Recommended Prior Course: HCM500

HCM570
Healthcare Information Systems
3 credits
This course is designed to introduce students to the core knowledge and skills needed to oversee the information technology in a healthcare environment. This includes how to identify and solve organizational problems affecting the design, implementation, and use of health information management systems throughout the enterprise. In this course, you will gain knowledge on how healthcare administrators can lead, manage, develop, and motivate staff toward meeting the changing needs. We’ll discuss the functions and interoperability of various systems including regulatory requirements, and how to assure the confidentiality of patient information and recent trends in the changing healthcare landscape.

HCM580
Strategic Management in Healthcare (Capstone)
3 credits
Understand and integrate the components of organizational strategy development and execution. Prerequisite: All core and specialization courses

HCM595
Healthcare Management Internship
3 credits
The internship provides students with practical experience in organizations specific to healthcare organizations. Each student works under the direct supervision of a senior-level professional at an approved organization or company, and applies and integrates what they have learned during the core courses of their program. Each student is required to participate in coursework that allows them to demonstrate what has been learned through the internship experience. The emphasis of the internship is on the student assuming a professional role within the organization. Students complete their internships over a period of eight weeks during one CSU-Global course. A minimum of 80 hours of internship fieldwork must be completed during the course. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Pre-requisite 3 Core Courses

History Courses

HST201
U.S. History I
3 credits
This course focuses on the history of the United States from the founding of the North American colonies to the 1877 Reconstruction era. This course fulfills a general education History requirement. This is an approved Colorado gtPathways course. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HST202
U.S. History II
3 credits
This course is a survey from the end of the Reconstruction in 1877 until the recent past. It addresses economic, political, and social issues of topics including industrialization, urbanization, population changes, the rise of the United States to global power, the Great Depression, the New Deal, the world wars, the Great Society, the counterculture, technology implications, and the Cold War. This course fulfills a general education History requirement. This course is an approved Colorado gtPathways course. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)
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HST300
U.S. History from 1945 to the Present
3 credits
This course presents the history of the United States from 1945 to the present. Topics include the Cold War, Vietnam, the rise of a conservative majority, and recent developments in the domestic political landscape. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

Homeland Security Courses

HLS300
Introduction to Homeland Security
3 credits
This course provides a high level view of homeland security emphasizing organizational structure, case law, and policy creation in response to and results of the dynamic threat environment impacting the United States. Topics include the connections and unified approach between federal, state, and local governments from a policy and procedure perspective.

HLS350
Terrorism
3 credits
This course provides a basic understanding of the history and concepts of global terrorism including groups, ideologies, and motivations threatening homeland security. Topics include the various forms of terrorism including state-sponsored, transnational, domestic, and international organizations. The concept of counter-terrorism is also addressed through the identification of multi-agency programs and outcomes established for effective operations.

HLS375
Risk Analysis and Mitigation
3 credits
This course provides visibility into the threat spectrum including the systematic approaches in identifying critical infrastructures and key resources as a basis for risk acceptance and mitigation. In understanding risk and vulnerability, students learn to address appropriate countermeasures in an objective, quantifiable way.

HLS400
Critical Infrastructure and Key Resource (CIKR) Identification and Protection
3 credits
This course provides a high level understanding of critical infrastructures and key resources. Topics include the critical infrastructure protection process and an examination of its components: people, physical entities, and information systems. This course places CIKR in the context of the nation’s overarching National Infrastructure Protection Plan (NIPP) and examines the interchange required for an integrated program. Further, it addresses the risk-informed resource allocation process as a key resource prioritization component.

HLS450
Intelligence
3 credits
This course provides an understanding of the intelligence cycle as it relates to homeland security. Topics include intelligence collection, analysis, and dissemination with a review on the historical context of intelligence and its role in decision making. The course also addresses the different intelligence disciplines of structures, missions, and products. The use of case studies covering past, present, and future challenges to intelligence operations and homeland security counter measures are also discussed for threat assessment and risk analysis.

Human Resources Courses.

HRM400
Human Resources Development and Management
3 credits
Introduction to the development and management of an organization’s human resources, with emphasis on planning for the screening, selection, orientation and training of employees. Additional topics include performance appraisal, compensation, benefits, equal employment opportunity, incentives and rewards. This course is a replacement course for MGT440 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HRM425
Managing and Leading Team Dynamics
3 credits
Explore the development, organization, and leadership of teams in both traditional and virtual settings. Develop key skills and a working knowledge of team creation, management, and individual roles within the team. This course is a replacement course for MGT425 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. (This course is also offered through CBE. Credits...
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earned using this option will appear on transcripts with an “EX” suffix.)

HRM450
Employment Law, Compensation, and Policy
3 credits
Introduces the major laws affecting employment in the United States including insurance, compensation, and labor, health and safety related to employment and compensation. The provisions of those laws as well as public policy supporting regulation and the future modifications are addressed. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HRM455
Training and Staff Development
3 credits
Explores the development, administration, and evaluation of organizational training and staff development programs. Motivation, organizational culture and change, employee development, and the role of management are analyzed. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HRM460
Organizational Development
3 credits
The study of organizational systems and strategies designed to drive organizational competitive advantage and enhance organizational performance. Specific focus is on systems thinking, becoming a learning organization, and continuous improvement. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HRM481
Capstone - Human Resource Management
3 credits
In this course, students synthesize the skills learned throughout the program to address human resources issues in a comprehensive project. Students integrate their knowledge of leadership, legal and ethical responsibilities, policy and strategy, team dynamics, conflict management and negotiations, and staff training and development to improve organizational performance. Prerequisite: Successful completion of all major coursework

HRM495
Human Resource Management Practicum
3 credits
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. in Human Resources Management under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor, as well as a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: HRM400

HRM500
Managing Human Resources
3 credits
Analyze the implications of the recruitment, staffing, evaluation and development of employees in the strategic management of a high performance workforce. Examine the economics of labor and the effects of legislative and legal decisions in the administration and management of employees. This course is a replacement course for MGT570 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses.

HRM515
Legal and Human Resource Dimensions of Business Management
3 credits
This course emphasizes the legal, human resource, and regulatory controls that define, promote and limit business practices. The legal ramifications are presented as a mechanism managers can use to resolve conflict, infer guidelines for conduct, and create bases for expectations. Fundamental interactions of law, ethics, and corporate social responsibility are emphasized. Topic areas include the business legal system, ethics, employer-employee relationship, contracts, small business ownership, and the legal environment of international business. This course is a replacement course for MGT515 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. Recommended Prior Course: HRM500

HRM516
Effective Labor Management
3 credits
Analyze the collective bargaining process and the impact of public policy on industrial relations. Understand the administrative functions of human resource management
and the field of labor relations. This course is a replacement course for MGT516 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. Recommended Prior Course: HRM500

**HRM520**
Managing Performance for Results
3 credits
Understand the design and execution of successful management and processes. Examine utilization and outcomes of performance appraisals, compensation, and training effectiveness. This course is a replacement course for ORG520 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. Recommended Prior Course: HRM500

**HRM522**
Human Resource Planning
3 credits
Examine the cross-cultural issues in managing organization behavior. From a global management perspective, explore bargaining behavior, recruitment, selection, training, and compensation issues. This course is a replacement course for ORG522 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. Recommended Prior Course: HRM500

**HRM580**
Capstone - Human Resource Management
3 credits
This capstone course provides students with the opportunity to apply the advanced theory and practice learned in the Human Resource Management graduate program. Students will demonstrate an understanding of the legal and human resource dimensions of business, effective labor management, leading diverse teams in a dynamic results-oriented environment, and other key HR Management principles through the development of a comprehensive capstone project. Prerequisite: Successful completion of all major coursework

**HRM595**
Human Resource Management Internship
3 credits
The internship provides students with practical experience in Human Resource Management. Each student works under the direct supervision of a senior-level professional at an approved organization or company, and applies and integrates what they have learned during the core courses of their program. Each student is required to participate in coursework that allows them to demonstrate what has been learned through the internship experience. The emphasis of the internship is on the student assuming a professional role within the organization. Students complete their internships over a period of eight weeks during one CSU-Global course. A minimum of 80 hours of internship fieldwork must be completed during the course. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses

Human Services Courses

**HSM300**
Introduction to Human Services
3 credits
This course provides students with an overview of the human services field including theoretical models for delivery and the roles and responsibilities of human services workers. Students will explore human services occupations, professional organizations, and community resources as well as ethical and legal issues. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HSM320**
Human Development
3 credits
This course explores theories and research in human development. Topics include physical, language, intellectual, moral, personality, social, and emotional development as they relate to the human services professional. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HSM350**
Intervention Methods in Human Services
3 credits
This course is an introduction to the theories, principles, and skills of the general helping process in human practice. Students learn how to engage a client as well as assessment, intervention, and follow-up as applied to individuals, groups, and families. Prerequisite: HSM300. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HSM400**
Crisis Intervention
3 credits
This course explores the assessment of diverse crisis situations. It emphasizes the use of short-term intervention and problem-solving techniques to help individuals and families
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de-escalate crises and develop appropriate coping techniques. Students will explore the skills, techniques, and uses of crisis intervention. **Prerequisite: HSM350.** (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HSM405**
*Case Management in Human Services*
*3 credits*
This course teaches the principles, practices, and issues in human services case management with emphasis on prevention and intervention strategies. Topics include listening skills, planning, assessment of community resources, referral procedures, general crisis intervention, and setting appropriate boundaries. **Prerequisite: HSM400.** (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HSM420**
*Legal and Ethical Issues in Human Services*
*3 credits*
This course explores the roles, functions, and legal/ethical responsibilities of human services workers, including the process of ethical decision making and awareness of the moral and legal complexities in the field of human services. **Prerequisite: HSM400.** (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HSM450**
*Human Services Administration*
*3 credits*
This course introduces students to human services management. Students gain a basic understanding of organizational management perspectives by exploring issues of staff supervision and oversight as well as administrative planning in a human services organization. **Prerequisite: HSM400.** (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HSM470**
*Evaluation of Research and Theory in Human Services*
*3 credits*
This course examines current research related to human services and provides students with the opportunity to evaluate theoretical subjects in the field from both a consumer and a creator perspective. **Prerequisite: HSM400.** (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**HSM475**
*Practicum - Human Services Strategy and Execution*
*3 credits*
In this preparatory course for the capstone project, students conduct a practicum in a human services setting. The primary purpose of the practicum is to gain practical experience in a human services organization and to apply the knowledge and skills developed throughout the program. This course requires practical experience in a human services setting. Students will be required to pass a criminal background check including fingerprinting prior to taking this course. See HSM480 for further course and project description. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. **Prerequisite: Successful completion of all core and specialization coursework except HSM480**

**HSM476**
*Seminar - Human Services Strategy and Execution*
*3 credits*
In this preparatory course for the Capstone project, each student will propose and conduct a research project that integrates theory into practice. The primary purpose of the research project is to demonstrate application of knowledge and skills in human services. **Prerequisite: Successful completion of all core and specialization coursework except HSM480**

**HSM480**
*Capstone - Human Services Strategy and Execution*
*3 credits*
This capstone project provides students with the opportunity to perform a concentrated study of a human service organization. Students will demonstrate what they have learned throughout the human services program and apply it by developing a plan to deal with a variety of human services problems. **Prerequisite: Successful completion of all major coursework**

**Humanities Courses**

**HUM101**
*Critical Reasoning*
*3 credits*
This course includes a practical application of the subject of critical reasoning to help students learn and apply the skills in the coursework and everyday life. Students examine the processes of rhetoric, reasoning and writing short Critical Thinking essays on current events in an online forum in order to more clearly, insightfully, and effectively think and communicate. Students will also develop the
abilities to solve problems, analyze topics, and make well informed decisions by utilizing their life experiences and current events. This course fulfills a general education Art and Humanities requirement. This course is an approved Colorado gtPathways course. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HUM300†
Dimensions of Ethical Leadership
3 credits
Analyze the role that ethics plays in effective leadership. Understand and evaluate the ethical challenges that leaders face as they balance the demands of internal and external stakeholders. Explore ways to consider ethical issues in everyday decision-making and effective leadership. This course fulfills a general education humanities requirement. This course is no longer available.

Information Systems Management Courses

ISM500†
Business and Information Technology
3 credits
This course is appropriate for students with limited experience in IT. It provides an overview of information technologies used to maximize organizational efficiency and effectiveness. This course is no longer available.

ISM501
IT Management
3 credits
This course prepares students to analyze organizational issues in information technology (IT) and proposed the necessary solutions to address business needs. Students gain a detailed understanding of how to manage, oversee, plan and maintain IT systems and resources. Students also learn how to effectively manage IT professionals as either employees or outside consultants. Topics include: IT management principles, IT risk management, project management, systems maintenance and leadership.

ISM510†
Information Technology in the Global Enterprise
3 credits
This course provides an in-depth look at the challenges organizations face as they operate in a global economy. Students will describe utilization of virtual teams, management strategies, and effective uses of IT for establishing an organization’s worldwide presence. This course is no longer available.

ISM511
Managing Virtualized and Cloud Systems
3 credits
This course prepares students to manage and develop technology solutions utilizing both virtualized and cloud-based systems. Students gain an understanding of various virtualization technologies and how they should be implemented. Additionally students evaluate a variety of cloud-based solutions and providers to increase organizational efficiency, redundancy and business continuity. Topics include: comparison of cloud-providers and technologies, the implementation and maintenance of virtualized infrastructure and servers and how to design fault-tolerant systems with virtualization technology. Recommended Prior Course: ISM501

ISM520†
Innovative Solutions in Complex Organizations
3 credits
This course presents a series of real world business problems that require effective IT solutions in complex organizations, which may include collaboration with local and multinational vendors. The student will analyze existing technology in the workplace and evaluate new trends in information technology including cloud computing, virtualization, and mobile solutions for remote employees in an effort to gain or maintain technological competitive advantages. Prerequisite: ISM500 and ISMS10. This course is no longer available.

ISM521
Management Enterprise Resources Planning (ERP) Systems
3 credits
This course prepares students to design, evaluate and manage enterprise-level systems commonly used in mission critical applications. Students gain knowledge in a variety of common enterprise resource planning (ERP) applications such as payroll, budgeting, human resources, inventory and sales. Topics include systems selection, maintenance and planning. Additionally the ability to compare and contrast distinct service providers is also presented. Recommended Prior Course: ISM501, ISM511
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ISM525  
**Ethical Considerations in Managing Information Technology**  
*3 credits*  
This course provides information about the ethical considerations and issues that IT professionals encounter in the workplace given their exposure to data, various forms of electronic communication, and other types of information. Students will evaluate and interpret information technology policies and regulations and discuss the implications for ethical decisions by IT professionals and IT leadership. *Prerequisite: ISM501*

ISM527  
**Cyber Security Management**  
*3 credits*  
This course provides insight into the complex implementation and management of cyber security practices. Students perform risk assessments and recommend mitigations to protect digital assets in the workplace as well as discuss disaster recovery, incident handling, cyber security policy implementation, privacy, and legal issues related to cyber security. *Prerequisite: ISM501*

ISM529  
**Emerging Cyber Security Technology, Threats, and Defense**  
*3 credits*  
This course provides students with the opportunity to explore and examine emerging trends and technology in cyber security. Students analyze organizations and review the feasibility of adopting new cyber security trends in order to provide competitive advantages in the workplace. This course also evaluates necessary policy and procedure changes within the context of the continued evolution of technology. *Prerequisite: ISM501*

ISM530  
**Enterprise Cyber Security**  
*3 credits*  
This course provides students with insight into the cyber security issues surrounding an enterprise including securing organizational data, responding to cyber based security breaches, emerging technologies, and ensuring a secured computing environment for safeguarding company information.

ISM531  
**Cyber Security Defense and Countermeasures**  
*3 credits*  
This course prepares students to defend enterprise networks from web based and internal attacks using techniques such as system hardening, encryption, policy enforcement and software/hardware intrusion detection systems to protect enterprise data assets. *Prerequisite: ISM501*

ISM540  
**Introduction to Business Intelligence**  
*3 credits*  
This course provides an overview of business intelligence and establishes the foundation for collecting data in cross functional areas including accounting, sales, production, customer data, and other elements. Students learn how data based decision making assists in achieving or maintaining competitive advantages for an organization.

ISM541  
**Data Warehousing in Enterprise Environments**  
*3 credits*  
This course provides an overview of data warehouses and how information is captured, analyzed, and translated in an enterprise for strategic decision making. Students learn to use tools such as dashboards and table reporting to combine and compare information from disparate systems in order to meet strategic operational objectives.

ISM542  
**Business Analytics**  
*3 credits*  
This course provides an overview of the tools and techniques for analyzing business data in order to develop comprehensive and functional solutions. Topics include forecasting, simulation, and data modeling for complex problem analysis in medium to large organizations. *Prerequisite: ISM540 or equivalent*

ISM543  
**Enterprise Performance Management**  
*3 credits*  
This course provides an in-depth understanding of how business intelligence aligns with the realization of organizational strategy. Topics include key performance indicators, organizational goals, and the role of effective management in meeting enterprise objectives. *Prerequisite: ISM542 or equivalent*
**Course Descriptions**

**ISM545**
**Information Technology Auditing and Assurance**
3 credits
This course provides students with a foundation and understanding of IT auditing services used in mid-sized to large organizations. Students will focus on security, integrity, and availability of information systems while integrating financial, performance, and operational auditing and assurance services. **Prerequisites: ISM501 and ISM525**

**ISM550**
**Information Systems and Security**
3 credits
This course presents a broad overview of possible issues and dangers that can compromise information systems in the workplace. Students learn the roles, responsibilities, and essential tools needed by IT Managers to secure an organization's data and operations. **Prerequisites: ISM501 and ISM511**

**ISM560†**
**Effective Communication and Business Alignment of IT Initiatives**
3 credits
This course prepares students with the communication skills needed to effectively present IT solutions and/or recommendations to directors, C-level executives, and others who may or may not understand technical details. This course also covers effective means of communicating technical ideas or thoughts to non-technical audiences for approval, budgets, and types of proposals. **Prerequisite: ISM500. This course is no longer available.**

**ISM561**
**Business Continuity and Disaster Recovery**
3 credits
This course covers a variety of concepts in the areas of business continuity and disaster recovery. Students gain an understanding of business continuity strategies, business impact analysis, recovery point objectives (RTO and RPO), planning techniques and also how to recover from disasters. Topics include risk assessment, fault tolerance, risk acceptance, risk transfer, backup strategies, off-site storage and business resilience. **Recommended Prior Course: ISM501**

**ISM581**
**Capstone - Information Technology Management**
3 credits
The capstone course allows the students to review an organization’s needs and address all the challenges involved with implementing and or changing information technology in a complex organization. Students will analyze organizational objectives and propose a solution and a full implementation plan. The proposed solution must address strategies for overcoming the challenges of IT related projects such as assessing risks, reduction of funding, and keeping the support of executive management. Students will utilize skills gained throughout the program to demonstrate the ability to design an IT project from conception to post deployment. **Prerequisite: All core, specialization, and/or concentration courses**

**Information Technology Courses**

**ITS300†**
**Introduction to Computer-Based Systems (Networking)**
3 credits
Overview of computer information systems including operating systems, networks, the Internet and information system design, and the roles and responsibilities of technology professionals. It prepares students for CompTIA Network+ certification exams. **This course is no longer available; use ITS315 as a substitute.**

**ITS310**
**Introduction to Computer-Based Systems (Personal Computing)**
3 credits
This course is an in-depth study of personal computer hardware, peripherals, and interfaces. It prepares students for the Essentials portion of the CompTIA A+ certification exam. Students are prepared to diagnose, troubleshoot, and maintain personal computer systems. It also provides a detailed overview of common peripheral devices and discusses how to connect them to personal computers. A simulated lab environment is incorporated into the course.

**ITS315**
**Introduction to Networks**
3 credits
This course provides an overview of computer networks including operating systems, networks, the Internet and information system design, and the roles and responsibilities of technology professionals. Students are prepared for CompTIA Network+ and Testout Network Pro certification exams. Students also learn about wireless network and network security, and develop the ability to diagnose and troubleshoot common networking problems and issues. **Recommended Prior Course: ITS310.**
COURSES OF INSTRUCTION

ITS320
Basic Programming
3 credits
This course provides a detailed overview of fundamental programming, design and testing concepts using Microsoft Visual Basic .NET. Students are introduced to object-oriented programming, how to plan and create interactive Windows applications, GUI design skills, and common programming structures such as conditional statements, switches, loops, iteration, and error debugging. An emphasis on sound programming conventions and constructs is provided. Recommended Prior Course: ITS310. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ITS325
Technology, Ethics, and Global Community
3 credits
The course emphasizes the relationships among science, ethics, and technology, and the understanding of their roles in the global community. Students will understand and apply cyber law to the global marketplace as well as provide examples of Internet business models and how they are impacted by patent law.

ITS350
Information Systems and Security
3 credits
Education in the need for security, planning, cryptology, and security technologies. Prepares students for CompTIA Security+ certification exam. Recommended Prior Course: ITS310 or ITS315

ITS360
Introduction to Cyber Security and Digital Crime
3 credits
This course provides students with an introduction to cyber security and digital crime to information technology professional interesting in information security. Students will learn about information security threats, dangers, and risks that organizations face in the workplace as well as the ability to analyze potential vulnerabilities that can have an adverse impact on digital assets.

ITS400
Information Technology Project Management
3 credits
Prepares managers to develop an IT strategy that aligns business strategy with IT infrastructure for a competitive advantage. Prepares students for the CompTIA Project+ certification. Recommended Prior Course: ITS310 or ITS315.

ITS405
Intermediate Networking
3 credits
This course focuses on the design and implementation of a network infrastructure using IP-based protocols. It prepares students for the Microsoft Configuring Server 2012 Network Infrastructure certification exam. Focus will be on the management of various Microsoft network services such as DNS, DHCP, Active Directory, and other critical Windows server infrastructure elements. Recommended Prior Course: ITS315. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ITS410
Database Management
3 credits
This course teaches students to design, implement, and use database management systems. Students gain a working knowledge of available software packages, concepts of query languages, software integration services, and security considerations. Students will also learn fundamentals of structured query language (SQL) in developing common queries and reports. Note: Access to a Windows-based operating system is required for this class. Recommended Prior Course: ITS310 or ITS315; ITS320. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ITS415
Principles of Cyber Security
3 credits
This course provides an overview of cybersecurity threats, compromises and the related protection mechanisms. Topics include security of communications, networks and infrastructures. The course also discusses best practices in security policy formulation, cyber forensics and prevention of cybercrimes. Overall, the course introduces the latest developments in the field. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ITS420
Advanced Networking Systems
3 credits
Understand the basics of networking routing. Examine and practice the concepts and skill necessary to function as a system administrator in a Linux environment. It prepares
student for Linux+ certification exam. Recommended Prior Course: ITS405

**ITS425**  
**Ethical Hacking and Penetration Testing**  
*3 credits*  
This course provides students with the experience needed to secure information systems against attacks such as viruses, worms, as well as other system weaknesses that pose a significant danger to organizational data by using ethical hacking and penetration testing to uncover common techniques used by cyber criminals to exploit system vulnerabilities. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**ITS430**  
**Network Enterprise Solutions**  
*3 credits*  
Addresses practical methods for analyzing business problems and designing large-scale software solutions using object-oriented solutions. This course prepares students for the Microsoft Windows Server 2012 Enterprise Administrator certification exam. **Prerequisite: ITS315**

**ITS439**  
**Virtualization Technology Fundamentals**  
*3 credits*  
This course provides students with an introduction to the concept of virtualization. Virtualization is achieved through the use of both hardware and software in a manner that gives the perception that a physical environment exists when, in fact, it may not. Students will understand how operating systems in a computer utilize virtual memory to provide applications with the ability to run better and faster without adding more physical memory. Students will explore the concept of server virtualization, which similarly gives the appearance and benefit of having multiple processors running simultaneously. Students will evaluate the present status and future direction of virtualization.Actual virtualization software will be used to provide students with a real-world experience. This course aligns with the VMware Data Center Virtualization Fundamentals certification. *Available Spring B.*

**ITS441**  
**Cloud Technology Fundamentals**  
*3 Credits*  
Students in this course are introduced to the concepts of cloud technology, which has caused a paradigm shift in electronic storage and security. Students will understand the manner in which companies utilize their cloud-based servers and other storage devices to dynamically adjust the available storage based on demand. Students will also gain an understanding of the added security risks that companies are now faced with as a result of cloud technology. In this course, students will learn about implementations of cloud technology, including SaaS, PaaS, and IaaS. In addition, cloud-based data storage solutions will be covered. This course maps to and adheres to the CompTIA Cloud+ certification. *Available Spring B.*

**ITS442**  
**Enterprise Cloud Computing**  
*3 Credits*  
This course emphasizes the business applications of cloud computing. Students will learn about cloud computing concepts, architecture, and service management. They will understand the advantages and disadvantages associated with a cloud computing platform for business applications, such as those related to financial feasibility, business benefits, and security risks. Students will learn to apply standards and best practices to evaluate alternative cloud solutions in determining which is most appropriate for a given business environment. This course also includes a teamwork component that is based on project management principles to design a cloud-based application. *Available Spring C.*

**ITS443**  
**Server Virtualization Technologies**  
*3 Credits*  
Students in this course will learn the skills to design, implement, manage, and maintain a virtualization infrastructure using current Microsoft Virtualization technologies. The course provides details on how to deploy and manage Hyper-V and Remote Desktop Services on Windows Servers. The course also provides details on how to manage a server virtualization environment by using System Center products such as System Center Virtual Machine Manager (VMM), System Center Operations Manager, System Center Data Protection Manager, and System Center Configuration Manager. In addition, students will explore the Windows Azure capabilities for virtual machines and managing a hybrid cloud, including Windows Azure’s Internet as a Service (IaaS) and storage capabilities. This course aligns with the Microsoft Monitoring and Operating a Private Cloud with System Center 2012 exam 70-246. **Prerequisite: Experience with Windows Servers. **Available Spring C.*
ITS455  
Digital Forensics and Investigations  
3 credits  
This course provides students with an insight to cyber security professional intrusion detection methods, information security tools, and preventative measures to information security risks. Students will learn how to respond to cyber breaches which includes the recovery, preservation, analysis of digital crime scene evidence, and proper incident response to cyber criminals. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

ITS460  
Information Security Legal and Ethical Issues  
3 credits  
In this course students will examine how law, ethics, and technology intersect in organizations that rely on information technology. Students will gain an understanding and insight into issues arising from privacy, secrecy, access control, and policy enforcement, as well as other legal and ethical dilemmas prevalent in today's organizations.

ITS495  
Information Technology Practicum  
3 credits  
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. Information Technology under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor, as well as a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.  
*Prerequisite: Minimum of 3 core courses*

International Management Courses

MIM500  
Business Strategy in the Global Economy  
3 credits  
This course addresses the role of international political and economic issues and the challenges facing trade and foreign business policies in developing nations which seek to attract business investments. Students evaluate the potential business opportunities and the risks associated with global expansion projects, as well as the role of labor and access to natural resources, and the utilization of International Monetary Fund (IMF) resources and foreign investment. Analyses of cultural, economic, societal, and political differences framed within the context of international commerce provide a background for strategic decisions. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

MIM510  
International Trade  
3 credits  
*The following course description takes effect in the Fall-D trimester. Consult the Spring 2015-2016 Catalog for the previous course description.* This course addresses the theory and role that international trade plays in economic integration and development through trade policy. Students review regional and country specific political agendas, including protectionism and sanctions, and gain an understanding of a multinational approach to trade regulations.

MIM520  
Global Financial Management  
3 credits  
This course examines the corporate financial management process, taking into account international variations relevant to conducting business globally. Topics include global financial markets, foreign exchange and derivatives markets, risks associated with foreign investment, and regulatory issues affecting foreign investment. Students discuss investment and financial exchange differences with a focus on limitation of loss and enhancement of returns.

MIM530  
Technology Management in the Global Economy  
3 credits  
This course encompasses the process of managing technology within the global business environment. Topics covered include voice, video, and data applications, as well as the roles of these tools in financial and competitive positioning for global market expansion. Students also learn to analyze future trends in technology and their effects on an organization.

MIM560  
International Business  
3 credits  
*The following course description takes effect in the Fall-D trimester. Consult the Spring 2015-2016 Catalog for the previous course description.* This course examines the factors that affect international business. Topics include the analysis of a country for prospective business opportunities, including the assessment of internal cultural and societal characteristics, how economic policies and regulations relate to
trade activities, natural resource, labor, and outsourcing opportunities and their influence on the advancement of multinational enterprises. Challenging and unique considerations in the formulation and execution of organizational expansion considerations are addressed.

**MIM580**  
**Capstone - International Management**  
3 credits  
The following course description takes effect in the Fall-D trimester. Consult the Spring 2015-2016 Catalog for the previous course description. In this capstone course, students apply international management knowledge to develop a business plan for an international organization. Topics include global expansion from a cultural perspective, regulatory constraints and benefits, human resources issues relating to hiring foreign-based employees, protectionism and trade, exchange rate and foreign investment, and the role of foreign politics in economic development. The comprehensive capstone project integrates content learned throughout the program. Prerequisite: All core and specialization courses.

**Library Courses**

**LIB300**  
**Research in the Information Age**  
1 credit  
This course focuses on the Information Literacy Standards for Higher Education put out by the Association of College and Research Libraries.

**Management Courses**

**MGT300**  
**Principles of Management**  
3 credits  
An examination of the basic functions of management, including planning, organizing, leading, staffing and controlling and how they can be utilized to strengthen management, employee and organizational performance. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**MGT301**  
**Perspectives on Organizational Behavior**  
3 credits  
Overview of attitudes, behavior and performance of individuals and groups and how they shape organizations. Included is a review of individual differences, decision making, power, motivation and change in understanding the various aspects of organizational life and culture.

**MGT302**  
**Modern Organizational Theory**  
3 credits  
A study of organizational theories and how they relate to an organization’s environment, structure and design in influencing its strategic and operational effectiveness. Focus includes the roles of individuals and groups operating in contemporary organizational systems. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**MGT315**  
**Business Law**  
3 Credits  
This course focuses on the tools for understanding the principles underlying the legal environment of business. The course identifies the current legal rules and regulations affecting businesses and students become familiar with the new developments and trends that will greatly affect future transactions. This course introduces the U.S. legal system, coverage of the major components of contract law, employment law, accounting law, and an examination of business liability issues under tort law. In addition, the intellectual property issues of trade secrets, trademarks, patents, and copyrights will be covered. The impact of digital technology and business globalization will be integrated into each topic discussed. This course is a replacement course for MGT20 as of the 2016-2017 Spring A term. Students in the Bachelor of Science in Business Management program cannot receive credit for both these courses.

**MGT320**  
**The Legal and Ethical Environment of Business**  
3 credits  
An introduction to the legal influences upon and within businesses, including statutory, executive, administrative, and case law. Included are the roles and influences of contracts and regulations upon business operations as well as the ethical issues encountered within the business environment and the associated legal implications. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**MGT350**  
**Business Policy and Strategy**  
3 credits  
An analysis of the process of developing business policies and how strategies are formulated, implemented, and eval-
MGT351
Organizational Innovation and Change
3 credits
Analysis of the dynamics of change and the importance of innovation within modern organizations. Emphasis on how managers can develop a culture receptive to new ideas, products, processes, and systems for improving organizational performance. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MGT410
Project Management
3 credits
The following course description takes effect in the Fall-D trimester. Consult the Spring 2015-2016 Catalog for the previous course description. This course provides students with an overview of important aspects of managing both small and large projects, including assessment of needs, development of specifications, acquisition of labor and materials, optimization of schedules, controlling costs, and ensuring outcomes and deliverables. Students learn project management techniques, ways that projects can be managed and organized, and how to plan and control a project. Utilization of software tools providing efficient and effective processes is emphasized. Students who take MGT410 should not take PJM310. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MGT451
Business Policy Development and Implementation
3 credits
An analysis of the roles and responsibilities of leaders in developing governance and operational policies within the corporate world. Focus includes how policy development and implementation influence and determine the business’s strategic direction. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MGT455
International Business
3 credits
The course emphasizes economic, legal, political, governmental, financial, and cultural issues related to international business environment and the multidisciplinary development of strategies to address it.

MGT470
Conflict Management and Negotiation
3 credits
Identification and analysis of management strategies for dealing with both functional and dysfunctional conflict in the workplace. Included is a study of conflict management styles of avoidance, accommodation, collaboration, negotiation, mediation and domination. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MGT475
Strategic Innovation and Ideas
3 credits
This practical course introduces students to fundamental aspects of the strategic innovation process. It addresses the challenges of ideas development and evaluation for commercial feasibility, presenting a business case, design/development and commercialization. It covers basic management practices and critical success factors required to excel in successful innovation, such as Corporate Governance and Social Responsibility, time-based management, corporate agility. This course would also assists in preparing students to sit for the New Product Development Professional certification offered by the Product Development & Management Association (PDMA). (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MGT480
Capstone – Applying Growth and Sustainability in the Global Marketplace
3 credits
This course is the culmination of the Interdisciplinary Professional Studies program and is designed to demonstrate student skills and abilities to address business issues typical of multi-national and international organizations. Students will address a business issue typical of the international business environment and will develop a plan to address the issue in a sustainable, ethical, cultural, and social responsible effort while determining the practical and financial impact to the organization. This course is designed to cultivate an understanding of the processes
involved in addressing global economic issues in an increasingly fast-paced, rapidly changing, and highly uncertain business environment. Prerequisite: All core and specialization courses

MGT481
Capstone - Business Policy Development and Implementation
3 credits
This course provides an analysis of the roles and responsibilities of leaders in developing governance and operational policies within the corporate world. Focus includes how policy development and implementation influence and determine the business’s strategic direction. The course includes entering the “Capstone Business Simulation” experience, where participants face a complex and rapidly evolving scenario in which business acumen is tested and enhanced through modeling, analysis and strategic planning. The “Capstone Business Simulation” provides the rare opportunity to experience running a complete business, with the benefit of reports that show clear correlations between management decisions and outcomes. Faced with a full range of strategy-based decision-making options, participants have the opportunity to try new tactics, test unfamiliar strategic paradigms and take risks in a risk-free environment. Prerequisite: All core and specialization courses

MGT495
Business Management Practicum
3 credits
This course allows students to demonstrate program outcomes learned in the Bachelor of Science in Business Management program, under the supervision of both faculty and organizational personnel. Assignments combine theory and professional practice and include weekly journals; a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor; and a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: A minimum of 3 core courses.

MGT500*
Organizational Behavior
3 Credits
The course emphasizes human behavior theories and organization development theories, including concepts and processes related to management of self, teams, and the organization. Topics include personality, emotions, ethics, learning, motivation, conflict, negotiation, leadership, and followership. These topics are supported through expectations of scholarly writing requirements including library resources and APA Guidelines. * Available Spring B.

MGT505†
Market Planning
3 credits
Examine an organization’s strategy and the integration into a well-designed marketing plan. Analyze the components of a marketing plan including the management summary, quantitative objectives, new/current product planning and development, and the strategic execution of the plan. This course is no longer available.

MGT510
Strategy Planning
3 credits
This course examines and applies the concepts and theories of strategic planning in present-day organizations. Topics include strategy development and implementation based on internal and external analysis of the organization. The course includes the perspective of both the domestic and global economy. Special attention is given to innovation, technology, and entrepreneurial perspectives. Students cannot receive credit for MGT510 and MGT545. Prerequisite: ACT500 and FIN500

MGT535
Managerial Communication in the Marketplace
3 credits
This course is designed for the practicing professional, and focuses on internal and external communications practices and strategies within and beyond organizational settings. Students consider communication styles, interpersonal communication skills, business and professional writing, presentation, and communication in various formats, including electronic communication. Students cannot receive credit for both MGT535 and ORG536.

MGT545
Strategic Planning and Innovation
3 credits
This course is an exploration of the essentials of business, marketing, and innovation in relation to organizational strategic choice. The course focuses on setting strategy, developing market opportunity analysis, and goals for an organization with consideration of internal and external resources, market opportunities, and return on investment. Topics include strategy, market opportunity analysis, market research, the use of new technologies, and tactics for
achieving competitive advantage. Students cannot receive credit for both MGT510 and MGT545.

**MGT550***
**Organizational Behavior**
**3 Credits**
The course emphasizes human behavior theories and organization development theories, including concepts and processes related to management of self, teams, and the organization. Topics include personality, emotions, ethics, learning, motivation, conflict, negotiation, leadership, and followership. These topics are supported through expectations of scholarly writing requirements including library resources and APA Guidelines. *Available Spring D.*

**MGT571**
**Strategic Product Innovation**
**3 credits**
This practical and applied course introduces students to fundamental and advanced aspects of product development. The course addresses the challenges of idea development and evaluation for commercial feasibility, building a business case, and design/development of products and services, as well as the requirements and demands of commercialization.

**MGT572†**
**Decision Theory within the Global Marketplace**
**3 credits**
Students are introduced to fundamental and advanced aspects of strategic innovation integration in a dynamic global marketplace. Focused on decision theory, this course analyzes the roles of leaders and managers in organizational decision making, at both the individual and organizational levels using innovation as the platform. It addresses the challenges of idea development and evaluation for commercial feasibility, building a business case, design/development of products and services as well as the requirements and demands of commercialization. Practical problem solving and conflict management skills are practiced through the application of decision-making tools and leadership approaches for leading change in professional settings. This course is no longer offered as of the 2014-2015 Fall-A term. Students cannot receive credit for both MGT571 and MGT572. *This course is no longer available.*

**MGT575**
**Critical Evaluation of Research and Theory**
**3 credits**
This course emphasizes the critical evaluation of research and theory in an applied business setting. This course focuses on the comprehension and evaluation of research related to leading and managing business organizations from both the consumer and creator perspectives. Topics include the research process, theoretical frameworks, qualitative and quantitative approaches, and applied research design within an organizational context.

**MGT576***
**Qualitative and Quantitative Analyses and Decision Making**
**3 Credits**
This course examines systematic critical thinking through related topics of qualitative analyses, quantitative analyses, and decision making. Students apply quantitative and qualitative research methods focused on strategic decision models with potential topics including ethics, innovation, change management, organization behavior, e-business and technology, collaboration, diversity, or operations management. Students may also select a specific topic based on their own area of interest related to the field of management. *Available Spring D.*

**MGT579**
**Capstone — Management**
**3 credits**
This course provides students with the opportunity to integrate and synthesize their learning from core management courses. Students will analyze selected case studies to demonstrate skills needed to be an effective decision maker and make recommendations for sustainable success in today’s global workplace. Through the course activities, students will also demonstrate their knowledge and skills in how to lead organizations through complex changes in a global society. *Prerequisite: All core and specialization courses*

**MGT581**
**Management: Strategy and Execution**
**3 credits**
This capstone course brings together the knowledge and skills needed to be successful in the global market place. The focus of the course is on defining and researching a practical business problem or entrepreneurial opportunity. The research project provides the opportunity to utilize strategy, research skills, analytical tools and models, as well as decision sciences culminating in a business project.
of strategic benefit to the student and/or a current organization. Prerequisite: All core and specialization courses.

**MGT595**  
*Management Internship*  
3 credits  
This course is designed for students as an opportunity to demonstrate program outcomes learned in the Master of Science in Management under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty internship coordinator, and on-site supervisor, as well as a final report reviewing the internship experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. *Prerequisite: 3 Core Courses*

**Management Information Systems Courses**

**MIS300**  
*Information Systems Design and Management*  
3 credits  
Overview of issues, processes and technology utilized in the design and management of information systems. Analysis includes needs assessment, database management, software capacity, security features, and decision making applications. *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**MIS350**  
*Information Systems Analysis and Design*  
3 credits  
This course provides students with the ability to design and develop systems to solve problems, integrate disparate mechanisms, and improve system efficiencies using industry standards. *Recommended Prior Course: MIS300.* *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**MIS407**  
*Database Concepts*  
3 credits  
This course examines the basics of relational databases including basic terminology, database integrity, and normalization. The relational model is covered to appreciate database structure, integrity, and manipulation. Current relational database management systems will be explored and contrasted. Basic SQL programming assignments are included. This course is a replacement course for ITS407 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses.

**MIS440**  
*Cloud Computing and Big Data*  
3 credits  
The promise of cloud computing technology to provide unlimited utility computing and storage capacity to organizations is investigated. The various types of current cloud computing services offered by the major service vendors are studied. The challenges of managing “big data” are reviewed, and the relationships of cloud computing, big data, and data mining are examined. This course is a replacement course for ITS440 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. *Prerequisite: ITS410.* *(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)*

**MIS445**  
*Statistics and SPSS*  
3 credits  
A study of data analysis, data production, and statistical inference. Areas of study include: surveys and designed experiments, randomization, causation, regression, and inference using hypothesis tests. This course also explores using statistical methods for the analysis of data for an enterprise performance and quality, effectiveness, and marketability. SPSS software will be utilized to conduct a predictive analysis, analyze the results, and document the findings. The preparation of input data for analysis from a relational database using SQL is also performed. This course is a replacement course for ITS445 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. *Prerequisite: ITS440 or MIS440*

**MIS450**  
*Data Mining*  
3 credits  
Investigate various statistical approaches used for data mining analyses. The preparation of data suitable for analysis from an enterprise data warehouse using SQL and the documentation of results is also covered. A simple data mining analysis project using SPSS is performed to reinforce the concepts. This course is a replacement course for ITS450 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. *Prerequisite: ITS445 or MIS445*
MIS480
Capstone - Business Analytics and Information Systems
3 credits
This capstone course provides students with the opportunity to demonstrate competency on the key domains of business analytics. Students will develop a comprehensive project that integrates content learned throughout the duration of the program including database management, systems analysis, enterprise infrastructure, and decision support. Prerequisite: All core and specialization courses

MIS495
Management Information Systems and Business Analytics Practicum
3 credits
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. in Management Information Systems under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a midterm conference with the instructor, faculty practicum (coordinate, and onsite supervisor, as well as a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: 3 Core Courses

Marketing Courses

MKG300†
Marketing Strategy Development
3 credits
The formulation of strategies for marketing products and services in light of pricing, product, promotion, and placement factors and issues. Emphasis on creating product distinction and consumer demand in a competitive environment. This course was replaced by MKG310 and is no longer available.

MKG310
Introduction to Marketing
3 credits
This course provides a general introduction to marketing principles and policies. Topics such as marketing functions, price policies and controls, distribution channels, merchandising, and market research as well as competitive practices and government regulations, product development, and integration of marketing with technology are presented. Students also gain a basic understanding of the 4Ps (product, place, price, promotion). Students who completed MKG300 cannot earn credit for MKG310. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MKG330
Consumer Behavior
3 credits
This course prepares students to analyze consumer purchasing behavior as it relates to the development of marketing mix programs. Important considerations include economic, psychological, cultural, cognitive, and social factors. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MKG340*
Product and Brand Management
3 Credits
This course provides an analysis of product and brand management as applied to goods and services. Students will be prepared to create value to targeted customers via ideation, planning/design, and implementation of successful product and brand development strategies. Brand elements will be analyzed for effectiveness. * Available Spring

MKG350
Promotion and Public Relations
3 credits
This course introduces the field of advertising and public relations. Topics include media relations, media buying, determining appropriate media, promotions, public relations, and publicity development tools. Students also examine methods for improving customer satisfaction, relationship-building strategies, and ethics in advertising and public relations. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MKG360
Personal Selling and Sales Management
3 credits
This course addresses the responsibilities of sales management and training. Topics include forecasting, territory management, customer expectations, buyer behavior, relating sales to marketing goals, and developing a CRM (customer relationship management) model. Additionally, the basics of sales from pre-prospecting through the purchase and follow-up steps are reviewed. Prerequisite: MKG330. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)
MKG400
International and Multi-Cultural Marketing
3 credits
This course provides a conceptual framework for marketing internationally. Students explore development of international marketing programs as well as the various macro-environmental factors that affect decision making in an international setting. This course also presents a multicultural view of marketing including the differences across diverse consumer segments to influence future consumption. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MKG410
Retail Marketing/Management
3 credits
This course provides a study of the principles and function of retailing and retail management. The course features analysis of various fundamental problems in retailing, location, and layout; merchandise planning; buying and selling organizations; expense analysis and control; and coordination of store activities. Additionally, this course provides a basic understanding of incorporating electronic marketing of goods/services such as strategies for using Internet to leverage marketing mix (product, price, place, promotion) and current practices of m-commerce (i.e. social media). (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MKG420
Digital Marketing
3 credits
This course provides the student with a theoretical and application-oriented understanding of the internet marketplace and its role in an overall marketing strategy. The course examines the vital daily functions a company performs with regards to digital marketing, to include email marketing, social media, mobile marketing, video marketing, and display advertising. Additionally, this course provides a basic understanding of how to measure the effectiveness of, and assess ethical issues associated with, digital marketing.

MKG425
Marketing Strategy for Small Business
3 credits
This class discusses the process for marketing small business products and services. Students analyze the different methods involved in building market share from the inception of a product or service through the consumer growth cycle. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MKG440
Strategic Marketing
3 credits
This course provides students with advanced marketing theories and hands-on application of various new opinions in the marketing field. Students learn to formulate sales and marketing decisions while considering such factors as, consumer behavior/buying patterns, marketing variables, and global marketing issues from an integrated marketing communications perspective. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MKG470
Market Research
3 credits
This course provides students with the knowledge and skills necessary to understand market research and apply best practices to marketing decision-making from both a consumer and a creator perspective. Topics such as research methodology, the difference between domestic and international research, and the value of both quantitative and qualitative data are presented. Students will also learn how statistical evidence can be utilized for organizational objectives. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MKG480
Capstone - Marketing Strategy and Execution
3 credits
This capstone course allows students to put key marketing principles into practice. Students will demonstrate their ability to design effective, long-range marketing strategies that meet the demands of today’s dynamic consumer environment. Students explore marketing trends, marketing management decision making, consumer attitudes, niche marketing, advertising strategies, distribution channels, and the use and misuse of various marketing media by developing a company analysis and a strategic short and long term plan. Prerequisite: All core and specialization courses

MKG495
Marketing Practicum
3 credits
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. in Mar-
keting under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor, as well as a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Pre-requisite: 3 core courses

Mathematics Courses

MTH109
Mathematical Explorations
3 credits
This course emphasizes quantitative reasoning and problem solving presented through various mathematical concepts. Topics include set and graph theory, probability, voting techniques, consumer mathematics, and statistics. This course fulfills the Mathematics general education requirement. This is an approved Colorado gtPathways course.

MTH122
College Algebra
3 credits
This course examines the concepts and techniques of college algebra and their uses in solving problems that arise in real world examples. This course contains a brief review of intermediate algebra, elementary functions including exponential and logarithmic, graphing of functions for mathematics, science, computer and business applications, equations and inequalities, and linear systems. The course will emphasize the development of problem solving skills applicable to the real world rather than on memorization of formulas. This course fulfills a general education Mathematics requirement. This is an approved Colorado gtPathways course.

MTH156
Introduction to Statistics
3 credits
This course provides an introduction to data analysis, data production, and statistical inference. Areas of study include surveys and designed experiments, randomization, causation, regression, and inference using hypothesis tests. This course fulfills a general education Mathematics requirement. This course is an approved Colorado gtPathways course. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MTH410
Quantitative Business Analysis
3 credits
This course provides students with skills to analyze data and apply concepts of statistical analysis and research in a business context. Students formulate conclusions from data using descriptive and inferential statistical methods and expand on knowledge of the underlying theory behind types of data, data sources, data organization, measures of central tendency and variation, probability, and probability distributions. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

MTH525
Discrete Mathematics
3 credits
This course provides an introduction to discrete structures. Topics include set theory, logic, number theory, recursion, combinatorics, graph theory and basic probability. Particular emphasis is placed on the methods of mathematical proof: direct proof, induction, contradiction. This course also offers best practices for Dual Credit course instruction and discussions of standard pedagogy.

MTH530
Foundation and Applications of Analysis I
3 credits
This graduate-level course provides an overview of analysis principles and implications. The topics covered by this extended course range from differential and integral calculus, to differential equations and analysis of complex variables. The course material covers the first half of the traditional graduate-level Calculus sequence, selected Linear algebra and differential equations concepts. This course will also offer best practices for Dual Credit course instruction and discussions of standard pedagogy. Previous undergraduate coursework (at least 12-credits of undergraduate Calculus) is assumed.

MTH531
Foundation and Applications of Analysis II
3 credits
This course provides an overview of analysis principles and implications. The topics covered by this extended course range from differential and integration calculus, to differential equations and analysis of complex variables. The course material covers the second half of a traditional graduate-level Calculus sequence, selected Linear algebra and differential equations concepts. This course will also offer best practices for Dual Credit course instruction and
discussions of standard pedagogy. Previous undergraduate coursework (at least 12-credits of undergraduate Calculus) is assumed. Recommended Prior Course: MTH530.

MTH540
Higher Geometry
3 credits
This graduate-level course covers the foundations of Euclidean and non-Euclidean geometries (geometry of Lobachevski/Hyperbolic geometry, Spherical geometry). The course also includes a historical study of parallel postulate and discussion of the study of Axiomatic systems. This course will also offer best practices for Dual Credit course instruction and discussions of standard pedagogy.

MTH545
Mathematical Modeling
3 credits
The course will cover several techniques in mathematical modeling. The focus will be given to simulation using computer algebra systems. Special attention will be given to optimization, dynamic models and stochastic models. This course will also offer best practices for Dual Credit course instruction and discussions of standard pedagogy.

MTH556
Advanced Probability and Statistics
3 credits
This course introduces students to a wide range of probability and statistical concepts, with a foundation in Calculus. Topics include axioms of probability (Kolmogorov), Poisson processes, Markov chains, and Limit theorems. Students gain an understanding and the necessary skills to go beyond basic undergraduate statistics courses. This course also offers best practices for Dual Credit course instruction and discussions of standard pedagogy. Previous undergraduate coursework (at least 4-8-credits of undergraduate Statistics and at least 12-credits of undergraduate Calculus) is assumed.

Operations Management Courses

OPS400
Operations Management
3 credits
The following course description takes effect in the Fall-D trimester. Consult the Spring 2015-2016 Catalog for the previous course description. This course provides students with an understanding of process and product development, quality improvement, and the tools utilized in the production of goods and services. Students learn concepts regarding operations, quality, and process management, and evaluate how these concepts can be used to gain a competitive advantage in the industry. Students also learn how mathematical models are used to assist in making decisions in regard to operations, inventory, quality, and materials requirements. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

OPS402
Financial Performance in Operations Management
3 credits
The following course description takes effect in the Fall-C trimester. Consult the Spring 2015-2016 Catalog for the previous course description. This course prepares learners to understand the role of financial performance in the management of an organization’s processes and services, as well as its influence on an enterprise’s financial viability. The course focuses on the integration of operations management and financial management. Students learn the reasons asset management is an essential organizational process and the benefits of organizations supporting international standards. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

OPS404
Leadership in Operations Management
3 credits
This course focuses on the leadership and supervisory roles and responsibilities of a manager in the context of operations management. The course includes the following topics: leadership, human capital, labor relationships, work environment, diversification, and workplace culture. The definition and importance of each topic will be discussed within the context of students’ own workplace as well as across different organizations and industries. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

OPS405
Managing the Supply Chain
3 credits
This course provides the student with an examination of the concept and design of supply chains for manufacturing and service organizations. Specific emphasis is placed on the management of those supply chains, including management of purchasing, contracting, costing, working with vendors, and working with customers. Students analyze the innovative capabilities of effectively managed supply chains and the overall effect those supply chains can have on the bottom line for an organization. (This course is also
offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

OPS410
Facilities Management in the Healthcare Environment
3 credits
The course is based on the design, construction, and maintenance of facilities, surgery centers, assisted living communities, complexes, and other types of facilities associated with healthcare.

OPS510
Operations Management
3 credits
This course helps students develop an understanding of the various functions and responsibilities of the operations department in regards to today’s competitive environment and market demands. The course examines quality management, the design and production of goods and services, effective supply chains and virtual chains, product life cycles, and the design and management of processes to develop and improve production and resource planning. Students analyze tools that make manufacturing, planning, and logistics of different supply chain strategies, including forecasting, system design, quality, supply chain management, and inventory management.

Organizational Leadership Courses

ORG100
Navigating Organizations and Change
3 credits
This course provides an introduction to effective organizations and leadership models. Students will learn what constitutes organizational change, as well as survey current best practices in organizations. Students will also learn about current change management theories and how these theories impact individuals.

ORG303
Applied Organizational Psychology
3 credits
This course consists of a study of industrial/organizational psychology and its application in solving organizational problems and challenges. The course includes a balance between research, theory and application. Topics include developing psychologically healthy and productive workplaces, addressing contemporary organizational challenges, and best practices related to employee management and development. Upon completing this course students should be able to understand and explain industrial/organizational psychology applications in helping organizations fulfill their missions and objectives. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ORG304
Leading Authentically
1 credit
This course provides and understanding of characteristics of effective leadership models utilized within organizations for effective business application. Students examine internal and external influences that impact the practices of authentic leaders and followers, individuals, and organizations. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ORG305
Entrepreneurship in the Global Age
3 credits
A study of the role of the entrepreneur in starting and growing businesses and developing new products and services in today’s economy. Analysis of the conditions in which entrepreneurs utilize their creativity and innovation to meet consumer demands in diverse markets. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ORG306
Human Resource Development: Professional and Career Management
2 credits
The study of career management based on principles of problem-solving, decision making, assessment, and individual development in the context of a rapidly changing global work environment. Emphasis on organizational and individual situations provides a base of knowledge to effec-
tively manage careers throughout life. Activities designed
to advance career development and planning skills provide
experiential learning opportunities for students.

**ORG307**
**Communicating and Relationships in Negotiating**
1 credit
This course examines the basic structure of negotiation
including its effect on communication in relationships. Stu-
dents also explore the types of conflict and strategies for
managing it through effective negotiation. (This course is
also offered through CBE. Credits earned using this option will
appear on transcripts with an “EX” suffix.)

**ORG405**
**Principles and Practices of Effective Leadership**
3 credits
This course explores the various aspect of leadership. Stu-
dents learn concepts such as leadership styles, effective
leadership, diversity and best practices for leading change.
Additional topics focus on application of effective leader-
ship skills in relation to shaping culture and leading change.
(This course is also offered through CBE. Credits earned using
this option will appear on transcripts with an “EX” suffix.)

**ORG423**
**Communication Strategies for Leaders**
3 credits
This course provides a practical view of leadership commu-
nication strategies for transmitting, receiving, and under-
standing information in the workplace. Emphasis is on
equipping leaders with the knowledge of how to overcome
communication barriers by utilizing appropriate strategies
and methods. (This course is also offered through CBE. Credits earned using
this option will appear on transcripts with an “EX” suffix.)

**ORG480**
**Capstone - Organizational Leadership**
3 credits
This capstone course provides students the opportunity to
understand, observe, and facilitate organizational efforts
toward problem solving and social change within an organi-
ization. Students will demonstrate what they have learned
throughout their organizational leadership program and
apply it in real world situations, developing a plan to deal
with a significant organizational problem. The student will
create one major plan to address the problem in detail. Prereq-
quisite: All core and specialization courses

**ORG495**
**Organizational Leadership Practicum**
3 credits
The practicum provides students with practical experience
in organizations specific to their fields. Each student will
work under the direct supervision of a senior-level profes-
sional at an approved organization or company. The pur-
pose of the practicum is for students to apply and integrate
what they have learned during the core courses of their pro-
grams. This course may not be available in all states, see
the State Specific Authorization Policy under Admissions
Policies. Prerequisite 3 Core Courses

**ORG500†**
**Foundations of Effective Management**
3 credits
Understand the theories and principle concepts of manage-
ment. Build skills and processes for effective organizational
management in today’s dynamic environment. This course
has been replaced by ORG502 and is no longer being offered.

**ORG502**
**Effective Organizations—Theory and Practice**
3 credits
In this course, students gain an understanding of managing
operational and strategic issues in public and private orga-
nizations facing accelerated social, economic, and techno-
logical changes. Students will examine organizational
theory, strategic thinking and management, and theories
guiding decision making, leadership, organizational culture,
and change management.

**ORG505†**
**Organizational Change**
3 credits
Analyze and contrast the theories of change management.
Understand the various methods to instigate appropriate
change within industries and organizations including tech-
nology, market opportunities, core competencies, and skills
acquisition. This course is no longer available.

**ORG510†**
**Management of Organizational Behavior**
3 credits
Examine theories and research on organizational behavior.
Explore leadership styles, attributes to managing change,
human motivations and behaviors, and strategies for lead-
ing teams and organizations in a global world. This course
was replaced by ORG502 and is no longer available.
COURSES OF INSTRUCTION

**ORG515**
**Dynamics of Power in Organizations**
3 credits
In this course, students will identify influences of power in the organization. Students examine the role of leadership and human behavior related to power issues encountered in organizations and consider the positive and negative outcomes of the influence of power from the perspectives of leader, manager, and team member.

**ORG521**
**Managing Dynamic Environments**
3 credits
In this course, students will examine the factors and theories of effective change management. Students learn strategies, structures, and techniques for facilitating organizational change for competitive success in today’s dynamic business, government, global, and nonprofit environments.

**ORG525**
**Decision Theory in a Global Marketplace**
3 credits
This course analyzes the roles of leaders and managers in organizational decision making, at both the individual and organizational levels. In the context of organizational theories of behavior and leadership, students consider how decision and choice theory are applied in organizational settings. Practical problem solving and conflict management skills are practiced through the application of decision-making tools and leadership approaches for leading change in professional settings. Recommended Prior Course: ORG561

**ORG530**
**Business Ethics and Corporate Social Responsibility**
3 credits
In this course, students explore the ethical considerations that guide and inform business decisions and strategies. Students learn the concept of Corporate Social Responsibility (CSR) to understand and apply ethics from social, economic, and environmental perspectives.

**ORG536**
**Contemporary Business Writing and Communication**
3 credits
This course is designed to provide practicing professionals with the skills to develop internal and external communication strategies. Students learn how to identify audiences and target messages and to select styles, technologies, and formats of written, visual, and oral communication best suited to accomplishing organizational objectives. Students cannot receive credit for both ORG536 and MGT535.

**ORG545**
**Diversity in Leadership**
3 credits
Develop a comprehensive understanding of diversity to apply in the strategic planning efforts of cultural change and acceptance. Identify the realities of developing and implementing diversity initiatives for the organization and the workforce. Explore emerging issues in diversity management.

**ORG550**
**Decision Making and Leadership**
3 credits
This course analyzes the roles of leaders and managers in organizational decision making, at both the individual and organizational levels. In the context of organizational theories of behavior, students consider how decision and choice theory are applied in organizational settings. Practical problem solving and conflict management skills are practiced through the application of decision making tools and leadership approaches in professional settings. Recommended Prior Course: ORG502

**ORG555**
**Leading Diverse Teams**
3 credits
In this course, students gain a comprehensive understanding of diversity as it applies to strategic planning, cultural change, and team dynamics. Students learn to identify the realities of developing and implementing diversity initiatives for the organization and the workforce, as well as explore emerging issues in diversity management.

**ORG560†**
**Leadership Development**
3 credits
Explore the tools, models, and practices for leadership development. Gain a working knowledge of developing leadership skills and programs for future leaders to effectively compete in a global world. This course is no longer available.

**ORG561**
**Examination of Modern Leadership**
3 credits
In this course, students learn the skills and insights to be effective leaders and contributors in the creation and evo-
olution of successful organizations. Students examine relevant readings, case studies, and research to analyze today’s successful companies. Additionally, students determine key factors involved in sustaining organizations.

**ORG575**  
**Critical Evaluation of Research and Theory**  
**3 credits**  
In this course, students learn to evaluate research and theory in an applied business setting. Students gain a comprehensive knowledge of research related to the leading and managing of business organizations from both a consumer and a creator perspective. Topics include the research process, theoretical frameworks, qualitative and quantitative approaches, and applied research design within an organizational context. Prerequisite: All Core and Specialization courses except for Capstone

**ORG576**  
**Qualitative and Quantitative Research Methods**  
**3 Credits**  
In this course, students learn to apply scholarly research, methods, and theory related to organizational leadership. Students gain a comprehensive knowledge of scholarly research through developing a research topic, problem and purpose statements, and an extensive review of current literature. Students choosing this path may wish to continue towards a terminal degree or a post graduate program. Students electing this path should contact an advisor early in the program.

**ORG579**  
**Capstone — Organizational Leadership**  
**3 credits**  
In this course, students will integrate and synthesize their learning from the core courses in the organizational leadership program. Students will analyze selected case studies to demonstrate skills needed to be an effective organizational leader in today’s global workplace. Through the course activities, students will also demonstrate their knowledge and skills in how to lead organizations through complex changes in a global society. Prerequisite: All Core and Specialization courses

**ORG580**  
**Organizational Management: Strategy and Execution (Capstone)**  
**3 credits**  
Understand and integrate the components of organizational strategy development and execution. Experience the process of mission creation, structural design, and tactical decision-making that managers must address for competitive success. This capstone course is designed for students who started either the M.S. Organizational Leadership or M.S. Management program prior to January 2011. Students entering the program after this date will take ORG581. Credit will not be granted for both ORG580 and ORG581. Prerequisite: All Core and Specialization courses

**ORG581**  
**Organizational Leadership: Strategy and Execution**  
**3 credits**  
In this course, students learn to define and research a practical business problem or entrepreneurial opportunity. The research project provides the opportunity for students to utilize strategy, research skills, and analytical tools and models. Through the use of decision making, students create a culminating business project. Credit will not be granted for both ORG580 and ORG581. Prerequisite: All Core and Specialization courses

**ORG595**  
**Organizational Leadership Internship**  
**3 credits**  
The internship provides students with practical experience in organizations specific to their fields. Each student will work under the direct supervision of a senior-level professional at an approved organization or company. The purpose of the internship is for students to apply and integrate what they have learned during the core courses of their programs. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: 3 Core Courses

**Online Teaching and Learning Courses**

**OTL500†**  
**Administration, Management and Planning in Educational Organizations**  
**3 credits**  
Historical and contemporary perspectives of management and organization in educational organizations in the United States. Course surveys modern institutional concerns in both secondary and postsecondary institutions. This course is no longer available.

**OTL501**  
**Educator Effectiveness**  
**3 credits**  
This course examines the goals and objectives of being an effective educator. Topics include integrating academic
standards into content areas, creating personalized learning and content relevance for students, and fostering safe and nurturing learning environments. Methods for integrating technology and advocating for partnerships from support students and families to maximize student learning are also discussed.

**OTL502**
**Learning Theories and Models of Instruction**
*3 credits*
This course provides students with an introduction to learning theories. A variety of theoretical constructs are studied to address diverse learning styles and conceptual frameworks for engaging learners. Students will explore theoretical perspectives on learning, cognition, and cognitive development. By examining a range of principles, perspectives and tools, students will gain an understanding of learning and teaching in a variety of contexts. Students will use problem solving, application, and evaluation skills to analyze the theories and practices of educational organizations.

**OTL504**
**Social, Ethical, and Legal Issues in 21st Century Learning**
*3 credits*
This course provides educators with an overview of the legal, ethical, and social issues that are unique in the 21st century learning environment. Topics such as learner privacy online, the appropriate uses of newer technologies, copyright, and intellectual property on the Internet will be presented. Students will also examine privacy law and contemporary legal issues of the 21st century classrooms.

**OTL505**
**Educational Systems and Change**
*3 credits*
Examines the change process in education, focusing on teacher’s role as leader and facilitator.

**OTL510**
**Teacher Leadership**
*3 credits*
Highlights skills needed in developing teachers as leaders of change in education systems and institutions.

**OTL515**
**Teacher as Instructional Change Agent**
*3 credits*
Introduces strategies for professional growth including interpretation of research and professional collaboration to lead and advocate for effective change.

**OTL516**
**Effective Mathematics Instruction**
*3 credits*
This course provides students with techniques for effective instruction in the mathematics discipline. Students demonstrate their ability to articulate to students as a math educator. Topics of instruction include problem solving, reasoning and proof, communication, representation, connections, strategic competence, conceptual understanding, procedural fluency, and productive disposition.

**OTL518**
**Effective Science Instruction**
*3 credits*
This course provides students with techniques for effective instruction in the science discipline. Students demonstrate their ability to engage students in scientific investigation including building models and theories about the natural world, crosscutting concepts across all domains of science, and designing instruction and assessments for understanding or investigating complex ideas and solving problems.

**OTL520**
**The Adult and Nontraditional Learner**
*3 credits*
Introduction to adult and nontraditional learners in today’s global workforce; current theory, research, and practice related to individual learning modalities, cultural and global mindsets, personal learning networks and practice relating to talent development.

**OTL521†**
**Strategies for Teaching Adults and Nontraditional Learners**
*3 credits*
Advanced examination of adult and nontraditional students in educational and training settings; with emphasis on distance learning instructional techniques, critical reflection, and application. *This course is no longer available.*

**OTL531**
**Models of Instructional Delivery**
*3 credits*
This course explores contemporary instructional models and methods, which facilitate effective teaching and learning. Multiple learning platforms and learning scenarios are studied. Instructional delivery systems are analyzed and applied to a variety of learning settings.
OTL531K  
Models of E-Learning and Instructional Design  
3 credits
This course introduces students to a variety of online educational learning methods and instructional models. In conjunction with the models, students will learn about the methodology of K-12 e-learning and how to construct the total educational package, from objective to outcome, resulting in the design of a research-based instructional model.

OTL532K  
Principles of 21st Century Learning and Design  
3 credits
In this course, students will investigate the learning styles and expectations of today’s K-12 students and learn how to construct online learning opportunities for K-12 students using effective design principles. Students will finish this course with a firm understanding of what effective e-learning looks like in various K-12 online environments and how to design a course around it. **Recommended Prior Course:** OTL531K if enrolled in K-12 Educational Technology and Instructional Design Specialization or Certificate of Completion

OTL534K  
Authoring Technologies and Internet Apps for Education  
3 credits
This course focuses on finding and using the most engaging technologies that support and enhance learning. Students will learn how to use and incorporate tools and applications into instruction and design to enhance the learning and feedback experience. **Recommended Prior Course:** OTL532K if enrolled in K-12 Educational Technology and Instructional Design Specialization or Certificate of Completion

OTL538K  
21st Century Teaching and Learning  
3 credits
This course introduces new ways to develop and deliver engaging curriculum, relevant for today’s student and teacher. Teaching the commonalities among learning management systems (LMS), learners work with a wide variety of Web tools that can be used to supplement and create content for their courses. Finally, students address the ever-important topic of copyright law, fair use, and creative commons to teach students in virtual classrooms how to use content responsibly and legally. This is an interactive course where students create and compile a working portfolio of tools, tips, and tricks to use right away in the online courses they are teaching.

OTL539  
Theory and Practice in Backward Design  
3 Credits
Introduction to instructional system design theories and models used in Pre-K-12 learning environments and non-traditional settings with a focus on backward design. This course is a replacement course for OTL540K as of the 2016-2017 Spring D term. Students cannot receive credit for both these courses.

OTL540  
Instructional Theory and Design Principles  
3 credits
Introduction to instructional system design theories and models used in multiple distance learning settings. Analyze, design and implement learning experiences for different work settings. Students who take OTL540 will not be able to apply this credit towards any program requiring OTL540K.

OTL540K  
Theory and Practice in Backward Design  
3 credits
Introduction to instructional system design theories and models used in Pre-K-12 learning environments and non-traditional settings with a focus on backward design. Students who take OTL540K will not be able to apply this credit towards any program requiring OTL540. Students in the Masters of Science in Teaching and Learning program prior to the 2016-2017 Spring D term take OTL540k.

OTL541  
Assessment and Evaluation in Learning and Performance  
3 credits
Examination of methods and techniques for evaluation and assessment of workplace learning. Analysis of contemporary issues in today’s learning environments. Students who take OTL541 will not be able to apply this credit towards any program requiring OTL541K.

OTL541K  
Evaluation and Assessment  
3 credits
Examination of methods and techniques for evaluation and assessment of learning in Pre-K-12 settings with a focus on instructional improvement and student achievement. Students who take OTL541K will not be able to apply this credit towards any program requiring OTL541.
**COURSES OF INSTRUCTION**

**OTL542**  
**Learning Technologies**  
3 credits  
Survey of methods and critical reflection of various current and emerging technologies for distance and digital learning, with emphasis on selecting appropriate technologies for effective instruction.

**OTL543**  
**Multimedia Technologies, and Design Principles**  
3 credits  
Survey of methods, skills, and tools for creating multimedia learning opportunities. Creative exploration and application of new and emerging multimedia technologies. Students who take OTL543 will not be able to apply this credit towards any program requiring OTL543K.

**OTL543K**  
**Multimedia Technologies, Design, and Integration**  
3 credits  
Survey of methods, skills, and tools for creating multimedia learning opportunities. Creative exploration and application of new and emerging multimedia technologies to integrate into the classroom. Students who take OTL543K cannot apply this credit towards any program requiring OTL543.

**OTL544**  
**Leading the Learning Strategy**  
3 credits  
This course addresses the critical leadership competencies for those who play a role in the design, execution, and evaluation of a learning function. Students will analyze the key aspects that influence today’s learners including business drivers, a diverse global workforce, and technology.

**OTL545**  
**Technology and Innovation**  
3 credits  
This course presents how present and emerging technologies are transforming society and schools and the implications these changes have for teaching and learning. Strategies for building students’ critical thinking habits, innovation, and creativity with respect to new technologies and media will be developed in the context of 21st century literacies (information, visual, etc.). Students will explore the practical context for the use of technology and will develop skills that identify and address the challenge of using technology creatively in teaching and learning situations today.

**OTL545K**  
**Building Online Learning Communities**  
3 credits  
This course covers ways for teachers to foster positive interactions with students, communicate effectively with student families, and develop their own professional learning network with other online educators. It also provides strategies for motivating online students which can be challenging when you never meet the student face-to-face. Students in Building Online Learning Communities will learn how to effectively use both synchronous tools (like Skype, live classroom tools, and real-time Web-conferencing tools) and asynchronous tools (like discussion boards and email) to communicate, tutor, and enhance their daily lessons.

**OTL548K**  
**Educational Technology Integration and Training**  
3 credits  
Students in this course will learn how to effectively train other educators to teach courses that are already designed and design their own courses in order to improve student engagement, and effectively assess student learning. Recommended Prior Course: OTL534K if enrolled in K-12 Educational Technology and Instructional Design Specialization or Certificate of Completion

**OTL550†**  
**Curriculum Development and Design**  
3 credits  
Philosophies and theories guiding the development of curriculum and courses for effective learning. Practical application in establishing quality assurance models for teaching and learning at the instructional level. Students who take OTL550 cannot apply this credit towards any program requiring OTL550K. This course is no longer available.

**OTL550K**  
**Curriculum Development and Design (K-12)**  
3 credits  
Philosophies and theories guiding the development of curriculum and courses for effective learning in Pre-K-12 settings. Practical application in establishing quality assurance models for teaching and learning at the instructional level. Students who take OTL550K will not be able to apply this credit towards any program requiring OTL550.
OTL560
Facilitating Learning and Transfer
3 credits
An evaluation of contemporary learning theories, with emphasis on major issues, research findings, and application of learning principles to online teaching and learning. Students will examine online instructional strategies and practice facilitation techniques that promote learning transfer. The course also provides students with essential knowledge and skills in preparation for the capstone course.

OTL562K
Assessment, Differentiation, and Design
3 credits
Students investigate ways to personalize their lessons and delivery by learning how to differentiate among a very diverse student population and using the LMS to make differentiation easy and personal. Students in this course also study a variety of assessment tools and pedagogies of assessment, including formative and summative assessments, project-based learning, and how you conduct these kinds of assessments in the online classroom. Students will also gain basic knowledge in instructional design, learning how to effectively use graphics, white space, color, size, and layout to enhance the look and delivery of their online material.

OTL565
Cultural and Linguistic Diversity in the Differentiated Classroom
3 credits
An examination of the theories and concepts that define cultural and linguistic diversity with an emphasis on the theory and methods for creating multiple pathways of learning to accommodate students with varying backgrounds of knowledge, readiness, language, interest, and learning styles.

OTL568
Action Research
3 credits
Advanced examination of an educator led research approach with an emphasis on instructional improvement and student learning. Recommended Prior Course: None unless enrolled in the Education Leadership Principal Licensure in which EDL 560 is a required prerequisite.

OTL570
Program Planning and Development
3 credits
Establishing online learning programs for adult and nontraditional learners. Focus on research, strategic and business planning, development, and evaluation.

OTL578
Seminar - K-12 Online Teaching
3 credits
This seminar provides students with opportunities for collaboration on issues of curriculum, student engagement, assessment, communication, and community building. This course is a replacement course for OTL579K as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. Recommended Prior Course: OTL538K, OTL545K, and OTL562K.

OTL579
Research-Based Professional Project (Capstone)
3 Credits
This research-based course is an opportunity for students to integrate and synthesize their learning across the program curriculum and demonstrate the skills needed to be an effective educator in today's global community. The culminating professional project will be framed around nationally recognized educator effectiveness knowledge, skills, and standards that can be of strategic benefit to a professional or educational organization. Prerequisite: All core and specialization courses.

OTL579K†
Practicum - K-12 Online Teaching
3 credits
This teaching practicum provides students with a practical, real-world experience alongside a seasoned K-12 online educator. Practicum students will engage with their mentor teacher, collaborating on issues of curriculum, student engagement, assessment, communication and community-building. This course is no longer offered as of the 2013-2014 Spring-A term. It has been replaced by OTL578. Students cannot receive credit for both these courses. Recommended Prior Course: OTL538K, OTL545K, and OTL562K.
COURSES OF INSTRUCTION

OTL581
Researching Effective Educational Programming (Capstone)
3 credits
This capstone course brings together the knowledge and skills needed to define and research an educational problem or professional practice. Students utilize data, strategy, research skills, analytical tools, theoretical models, and decision sciences in this research project that can be of strategic benefit to a professional or educational organization. Prerequisite: All core and specialization courses

OTL591ES
Special Topics in Education
1 credit
Special topics in education are covered through workshops, online training, and seminars. Specific courses will be identified with a subtitle.

OTL592ES
Special Topics in Education
2 credits
Special topics in education are covered through workshops, online training, and seminars. Specific courses will be identified with a subtitle.

OTL593ES
Special Topics in Education
3 credits
Special topics in education are covered through workshops, online training, and seminars. Specific courses will be identified with a subtitle.

OTL595
Student Teaching
6 credits
This course serves as an applications-based opportunity for students to engage in school settings. Educators become acquainted with the knowledge, skills, and dispositions necessary for the application of complex components of quality teaching. Prerequisite: All core and specialization courses

OTL599†
Capstone Project
3 credits
This course provides students the opportunity to demonstrate the culmination of their learning in their program through the design of a capstone project or portfolio of customized professional work. This course is no longer available. Prerequisite: All core and specialization courses

(PBS) Criminology Courses

PBS300
Introduction to Crime and Deviance
3 credits
In this course, students explore crime and its underlying causes in both micro and macro social contexts. Students are introduced to various theoretical perspectives explaining crime and explore the use of crime statistics as an essential component in studying crime and in testing theories. Students are also acquainted with the primary sources of crime statistics.

PBS400
Fundamentals of Law
3 credits
This course is an introduction to the fundamentals of criminal law. Major topics include elements of various types of crimes, the nature and purpose of criminal responsibility, criminal defenses, and substantive offenses. This course also examines specific criminal cases to illustrate and apply many of the legal principals covered. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

PBS430
Fundamentals of Penology
3 credits
This course is an overview of the establishment and function of jails and prisons and the punishment of criminals. Issues covered include philosophies of punishment and rehabilitation, sentencing, special prison populations, recidivism, and future challenges for the field of corrections. Students learn implications resulting from penology and punishment. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

PBS431
Victimology
3 credits
This course examines the definitions, theories, and cause of victimology. Students learn about the criminal and civil process as it relates to victims, the social, personal, and economic impacts of crime on individuals, organizations, and society. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)
PBS432
Analysis of Crime and Deviance in the United States
3 credits
An advanced examination of issues related to criminal and deviant behavior in the United States. Areas of analysis include antecedents and backgrounds of criminals and factors contributing to aggression, violence and antisocial behavior, as well as implications for victims and society.

Physics Courses

PHY101
Introductory Physics with Lab
4 credits
This is an introductory course in classical Newtonian physics. Areas treated include the scientific method, measuring the fundamental characteristics of length and mass, scalars and vectors, acceleration and gravity, Newton’s laws of motion, Kepler’s laws of planetary motion, potential and kinetic energy, momentum, fluids, temperature, and heat, electricity and magnetism, and optics. This course fulfills a general education Natural and Physical Science requirement.

Political Science Courses

POL101
Introduction to Political Science
3 credits
This survey course explores the nature of politics, political environments and culture, the organization of political activities, and various political systems. Special emphasis is placed upon three levels of politics: the individual, the state, and international community. The political systems and activities of many nations, past and present, will be explored. This course fulfills a general education Social and Behavioral Science requirement. This is an approved Colorado gtPathways course. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

Project Management Courses

PJM310
Introduction to Project Management
3 credits
This course provides the student with a high-level overview of project management. Student will cover project management techniques such as project selection, management, organization, planning, conflict, negotiation, budgeting, scheduling, control of the project, and termination of the project. Students cannot receive credit for both PJM310 and MGT410.

PJM330
Effective Project Scheduling and Control
3 credits
This course explores project scheduling and monitoring techniques used by successful Project Managers. Students assume the role of Project Manager in a 7-week, web-based simulation and apply the concepts conveyed in the course to an international software development project. Through this experience, competency is developed in the following areas: project planning, scope definition, cost estimation, cost control, schedule control, trade-off decision making, learning curve theory, quality management, controlling scope creep, and communication management.

PJM350
Construction Project Management
3 Credits
This course covers the concepts and techniques used in planning, scheduling and controlling construction projects. Topics include the network (precedence) diagram, critical path method (CPM) analysis, resource leveling, time-cost trade-off, and the linear scheduling method with particular focus on utilizing Microsoft Project and Primavera Project Planner in scheduling complex construction projects. During the duration of this course students will learn the techniques required to layout a projects completion delivery format as completion tasks are linked in precedence order to take a project from its starting point to its ultimate completion. With this knowledge and understanding of a projects completion schedule class participants will be able to formulate the project’s overall critical path direction which ultimately determines the time required to complete a project.

PJM380
Project Management Tools
3 credits
This course will introduce you to the use of project management tools and software to plan, design, and facilitate effective organizing, execution, monitoring, and controlling of projects. While you could use a variety of software packages or combination of software, if you decide to work in the project management field you’ll find that every major firm has its own home grown solution. The focus in this class will be on Microsoft Project. Case studies are used throughout this course because the goal is to give you as much of a real-world feel as is possible. In addition to learning best practices in project management, you will have the
COURSES OF INSTRUCTION

option to use either Microsoft Project or a combination of other MS Office tools to complete numerous assignments, culminating in the final portfolio project. Upon completion of this course, you should be able to plan and manage a project using appropriate software applications.

PJM400
Project Procurement and Contract Management
3 credits
This course examines the necessity of managing resources on a project to ensure its success. A critical component is obtaining the appropriate resources from external and internal vendors, which is the responsibility of the project manager. Students will learn the process of acquiring external resources through the vendors and the legal requirements associated with contracts. Students will have an opportunity to study the best practices regarding contract management and purchasing within a project management environment. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

PJM410
Assessing and Managing Risk
3 credits
This course equips future project managers with the skills necessary to identify, analyze, assess, categorize, control, and mitigate project risk. Students learn how risk is being managed across industries, the factors that produce risk, and are presented with the tools necessary to reduce risk as much as possible. (This course is also offered through Competency Based Exam. Credits earned using this option will appear on transcripts with an “EX” suffix. Contact your advisor with any questions.)

PJM440
Total Quality Management
3 credits
This course introduces the concepts and benefits of having a systematic approach to business process, and project quality management that involves all employees in continuous improvement for the purpose of improving quality and reducing waste. Students will study Six Sigma, re-engineering, TQM strategy, TQM data capture, Theory of Constraints, and effective communication techniques used to integrate the quality principles into the culture and activities of the organization. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

PJM460
Project Leadership
3 credits
This course explores the intersection of the leadership and project management bodies of knowledge, with a focus on how project managers can leverage an understanding of leadership to enhance project success. Students study facilitation, negotiation, teamwork, communication, presentation, interpersonal, and conflict management skills, with specific attention to project management applicability. Prerequisite: PJM330

PJM480
Capstone - Project Management
3 credits
The following course description takes effect in the Fall-D trimester. Consult the Spring 2015-2016 Catalog for the previous course description. In this capstone course, students demonstrate what they learned throughout the project management program by applying leadership, critical thinking, problem solving, and creativity skills to real-world situations. Students also make use of the CSU-Global Career Center and develop a resume and career plan. Prerequisite: Successful completion of all core coursework

PJM495
Project Management Practicum
3 credits
This course is designed for students who participate in a project management capacity on the staff of an organization that manages and implements project work as an opportunity to demonstrate program outcomes learned in the B.S. in Project Management under the supervision of both faculty and organization personnel. Assignments include weekly journals; a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor; and a final report. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: 3 core courses

PJM500
Project Management
3 credits
This course introduces the tasks and challenges fundamental to project management. Topics include how to manage teams, schedules, risks, and resources in order to produce a desired outcome. Case studies are incorporated into the course, allowing students to apply knowledge and skills associated with selecting, managing, organizing, planning, negotiating, budgeting, scheduling, controlling, and terminating a project.
PJM525  
**Business Analysis**  
*3 credits*  
This course emphasizes assessing and integrating project requirements in relation to user needs and organizational goals. Topics include requirements gathering, business analysis, and project planning. Case studies allow students to apply knowledge and skills associated with analyzing business situations, developing requirements, and translating user needs into technology and engineering specifications for development teams. *Prerequisite: PJM500*

PJM530  
**Contracts, Procurement, and Risk Management**  
*3 credits*  
This course provides students with the best practices of contract management and purchasing. Topic areas include risk management planning, risk identification, risk analysis, responses to risk, risk monitoring, and risk control. In addition, the course covers the project manager’s responsibilities in identifying and obtaining resources from vendors as well as the legal requirements and contracting processes involved. *Prerequisite: PJM500*

PJM535  
**Project Metrics, Monitoring, and Control**  
*3 credits*  
This course teaches students financial and success metrics as well as the techniques associated with monitoring and controlling projects. Students incorporate steps to monitor the progress of the project as well as develop an assessment plan to measure the effectiveness of the project. Topics include scope, pricing, cost, trade-offs, learning curves, and quality management within a project environment. *Prerequisite: PJM500*

PJM560  
**Project Management Office (PMO)**  
*3 credits*  
This course emphasizes the Project Management Office (PMO). The responsibilities of a PMO and the Project Management Professional (PMP) are identified, including defining and maintaining standards, policies, processes, and methods for project management within the organization. Students learn how to report to executive management on project activities, problems, and requirements as a strategic tool in keeping decision makers moving toward consistent, business- or mission-focused goals and objectives. Global best practices in project management are also discussed. *Prerequisite: PJM535*

PJM580  
**Capstone - Project Management**  
*3 credits*  
The capstone course allows students to develop a plan for a major project in an industry or business of choice. Students will be required to analyze project goals, objectives, and scope in relationship to budget, schedule, and resources to propose a project with a full plan of implementation. The proposed plan must address strategies for overcoming challenges faced by similar projects, including a risk management plan, resource plan, monitoring plan, an evaluation plan, and a reporting plan. Students will utilize skills gained throughout the program to demonstrate the ability to plan and implement a project from conception to conclusion. *Prerequisite: Successful completion of all core and specialization coursework*

PJM595  
**Project Management Internship**  
*3 credits*  
In this course, students participate on the staff of a project management or related professional team under the co-supervision of faculty and agency personnel. Weekly journals and a mid-term report are required and combine theory and observation of professional practice. Other course requirements include a mid-term conference with the faculty internship coordinator and evaluation of the on-site supervisor. On-site hours are determined by credit hours. *Prerequisite: Students must successfully complete three courses (nine credits) prior to taking the internship. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses*

**Psychology Courses**

PSY105  
**Introduction to Human Development**  
*3 credits*  
This course is designed to provide the student with a broad overview of human development, particularly changes in individual’s physical, cognitive, social, and emotional development across the lifespan. Students will be introduced to developmental theories and will examine the developmental tasks and challenges unique to each type of development process. This is an approved Colorado gtPathways course.
COURSES OF INSTRUCTION

Public Management Courses

PMG300
Public Administration
3 credits
An overview of issues related to leading and managing public organizations and government agencies. Focus includes policy development, strategic planning, agency operations, civil service systems, legal framework, and ethical considerations. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

PMG320
Public Policy and Strategy
3 credits
An analysis of the development, implementation and evaluation of public policy and strategy. Study includes influences of administrative, legislative and judicial legal perspectives, as well as accountability to citizens and governing boards. This course is also offered through Competency Based Exam. Credits earned using this option will appear on transcripts with an “EX” suffix. Contact your advisor with any questions.

PMG370
Grant Writing
3 credits
This course provides a broad overview of theoretical and practical application of nonprofit management. Students will learn about the role and responsibilities of a nonprofit organization fundraising marketing and communication plan. An overview of fundraising will include the importance of an analysis of the essential elements of fundraising: major gift solicitation, the annual campaign, planned giving, understanding alternative fundraising solutions, social enterprises, the use of new technologies for fundraising; individual donor tracking, institutional donors, charitable trusts and foundations and corporate philanthropy. Additionally, students will develop essential research skills, fundraising resources, professional associations and conferences, and examining and measuring the social impact and ethical aspects of fundraising.

PMG400
Strategic Planning for Public and Nonprofit Organizations
3 credits
A practical examination of strategic planning for public and nonprofit organizations. Emphasis on understanding the nonprofit sector, creating effective leadership in the planning process, generating internal and external support, and plan implementation.

PMG420†
Public Relations
3 credits
Provides a review of essential elements and strategies for conducting effective public relations efforts, including communication skills, information and message management, audience targeting, media relations and press releases, and campaign development and operations. This course is no longer available.

PMG430
Human Resource Management in the Public Sector
3 credits
Overview of the application of human resource management functions in the public sector, including recruiting, selecting, training, compensating and appraising employee performance.

PMG480†
Capstone - Applied Public Management Skills
3 credits
This capstone course provides students with the opportunity to demonstrate the breadth and depth of learning through the public management program. Students will design a capstone project which can be applied to a career relevant area. The capstone project will encompass demonstrated knowledge of leadership theories and their practical application in organizations, critical thinking skills, public organization design and structure and identifiable ethical behaviors. Prerequisite: All core and specialization courses. This course is no longer available.

Professional Sales Courses

PSL300†
The Professional Sales Process
3 credits
This course provides students with an introduction to the entire sales process. This includes prospecting, pre-call planning, writing sales proposals, handling objections, closing the sale, and customer follow-up post sale. Students will also learn the importance of understanding how to navigate through the political and economic dynamics of the customer. This course is no longer available.
PSL301†
Aligning Strategy and Sales
3 credits
This course examines the relationship between business strategy and sales activities. Students will discover how to establish and communicate sales initiatives through navigating through the proper channels to promote long-term revenue growth. This course is no longer available.

PSL400†
Principles of Sales Force Leadership
3 credits
This course provides students with the experience needed for the strategic and tactical aspects of sales force management. It is appropriate for students who are interested in sales management or who will work for companies whose revenues and profits depend on a productive sales force. This course is no longer available.

PSL450†
Advanced Negotiations
3 credits
This course provides students with an insight in the advanced negotiations process. Students will learn the process of identifying leads, qualifying leads, obtaining permission from the buying party to determine if a need exists, and closing the sale. This course will also explore ways to relate to the customer and explore their needs by using a consultative approach. This course is no longer available.

PSL460†
Emotional Intelligence and Sales
3 credits
This course examines the underlying relationship between being personally motivated to succeed and its impact on sales performance. The course will explore the factors that lead someone to be motivated within, to make the independent decision to achieve sales excellence. This course is no longer available.

Research Courses

RES500
Fundamentals of Quantitative Analysis
3 credits
This course explores four major components of research for graduate programs: academic writing, business research and descriptive statistics, fundamentals of accounting analysis, and fundamentals of financial analysis. The course is not intended to provide an in-depth study of these components but provides basic knowledge to support intensive learning that will occur in the core courses of their programs.

RES501
Fundamentals of Research and Writing
3 credits
The primary purpose of this course is to help students entering graduate level programs at CSU-Global develop awareness of current and effective research and writing practices with the goal of implementing such practices into their writing and research projects. Students will learn what constitutes graduate level writing and research as well as how to communicate with colleagues in online professional forums. Students will also learn to effectively integrate writing and research skills into the writing projects they will pursue throughout their graduate level programs.

Small Business/Entrepreneurship Courses

SMB300
Introduction to Small Business/Entrepreneurship
3 credits
This course shall discuss the process of creating and managing a small business or entrepreneurial organization. Students shall learn about the process of business plan development and opportunities and challenges of establishing an independent business. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

SMB350
Funding Sources for Small Business/Entrepreneurial Organizations
3 credits
This class shall discuss the options in financing of small business and entrepreneurial organizations. Students shall analyze the best type of financing for the appropriate stage of start up phase for a new business venture. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

SMB400
Managing a Small Business/Entrepreneurial Organization
3 credits
This course shall discuss important, practical aspects of actually managing a small business. Students will learn the
core business processes that are necessary for small businesses to not only survive but grow in today's economic environment. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**Sociology Courses**

**SOC101**
**Introduction to Sociology**
**3 credits**
This course provides a scientific study of the patterns and processes of human social relationships. Students learn theory and methods for evaluating social interactions and issues facing society today. This course fulfills a general education Social Science requirement. This is an approved Colorado gtPathways course. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**SOC300**
**Working in Modern Society**
**3 credits**
An analysis of the conditions and challenges faced by workers in contemporary society, including the meeting of both employer and individual expectations. Focus includes the balancing of numerous factors including personal life, job commitment, and career management. This course fulfills a general education requirement for social sciences. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**SOC305†**
**Technology and Tools for the Global Information Age**
**3 credits**
Explore the vast and growing number of technology tools available to meet the organizational demands of a global world. Evaluate the impact of technology on communication, skills development, and the role of leadership while learning to develop applicable strategies to meet organizational needs with optimal results. This course fulfills a general education requirement for social sciences. This course is no longer available.

**SOC310**
**Race, Gender, and Ethnic Relations in the U.S.**
**3 credits**
Survey of the historical and current issues related to race, gender, and ethnic relations found in practices and policies. Review of judicial, political and economic influences on organizational diversity management. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**SOC460**
**Community Development**
**3 credits**
This course examines the various facets of community resource development and management. Emphasis is on planning and management strategies to guide nonprofit organizations in community development projects, programs and efforts. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**SOC470**
**Evaluation of Research and Theory in the Social Sciences**
**3 credits**
The course aims to provide a foundation for relevant quantitative and qualitative analysis in the social sciences. Students will also gain an understanding of overarching historical aspects and related theories within the various disciplines of social science. Students will develop skills leading to the application of theories to investigate and solve problems in the social sciences. Students will be able to analyze various ethical and cultural social issues in multiple contexts.

**SOC480**
**Capstone - Applying the Social Sciences**
**3 credits**
This capstone course is the culmination of the applied social sciences academic experience. It serves to synthesize the knowledge gained from courses previously taken within the applied social sciences and prepares the graduate for further studies within the social sciences or a related career position. The course centers on the development of a senior level research paper grounded in relevant social science literature and research; the emphasis is on the integration and synthesis of knowledge acquired in previous courses. Prerequisite: All core and specialization courses

**SOC495**
**Applied Social Sciences Practicum**
**3 credits**
This course is designed for students who participate on the staff of a public agency as an opportunity to demonstrate program outcomes learned in the B.S. in Applied Social Sciences under the supervision of both faculty and agency personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a
mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor as well as a final report. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. 

Prerequisite: All core and specialization courses
# CSU-Global Directory

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<thead>
<tr>
<th>Department</th>
<th>Phone</th>
<th>Email</th>
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<tbody>
<tr>
<td>Student Advising</td>
<td>1-877-900-2655</td>
<td><a href="mailto:Advising@CSUGlobal.edu">Advising@CSUGlobal.edu</a></td>
</tr>
<tr>
<td>Academic Affairs (Provost)</td>
<td>720-279-0649</td>
<td><a href="mailto:Provost@CSUGlobal.edu">Provost@CSUGlobal.edu</a></td>
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<tr>
<td>Admissions</td>
<td>1-800-920-6723 or 1-800-462-7845 x1</td>
<td><a href="mailto:Admissions@CSUGlobal.edu">Admissions@CSUGlobal.edu</a></td>
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<tr>
<td>Disability Services</td>
<td>720-279-0650</td>
<td><a href="mailto:ADA@CSUGlobal.edu">ADA@CSUGlobal.edu</a></td>
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<tr>
<td>Library Services</td>
<td>720-279-1141</td>
<td><a href="mailto:Library@CSUGlobal.edu">Library@CSUGlobal.edu</a></td>
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<tr>
<td>Military Advising</td>
<td>1-800-462-7845 x7</td>
<td><a href="mailto:MilitaryAdvising@CSUGlobal.edu">MilitaryAdvising@CSUGlobal.edu</a></td>
</tr>
<tr>
<td>Office of Student Success</td>
<td>1-855-212-6700</td>
<td><a href="mailto:Student.SUCCESS@CSUGlobal.edu">Student.SUCCESS@CSUGlobal.edu</a></td>
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<tr>
<td>Registrar</td>
<td>1-800-462-7845 x5</td>
<td><a href="mailto:Registrar@CSUGlobal.edu">Registrar@CSUGlobal.edu</a></td>
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<tr>
<td>Student Accounts</td>
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<td>Transcript Evaluation</td>
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<tr>
<td>Faculty Support (For faculty use only)</td>
<td>-</td>
<td><a href="mailto:Faculty.Support@CSUGlobal.edu">Faculty.Support@CSUGlobal.edu</a></td>
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## Deans and Program Coordinators

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<tr>
<td>Dean for the School of Professional Studies</td>
<td><a href="mailto:Dean.SPS@CSUGlobal.edu">Dean.SPS@CSUGlobal.edu</a></td>
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<tr>
<td>Dean for the School of Management and Innovation</td>
<td><a href="mailto:Dean.SMI@CSUGlobal.edu">Dean.SMI@CSUGlobal.edu</a></td>
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<td>Accounting</td>
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