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: July 6, 2018
WELCOME TO CSU-GLOBAL

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

## Specializations
- Business Administration
- Computer Programming
- Construction Management
- Criminal Forensics
- Criminal Justice Management
- Criminology
- Cyber Security
- Data Management and Analysis
- Emergency Management
- Foundations of Accounting
- Healthcare Management
- Hospitality and Tourism Management
- Human Resources and Organizational Development
- Information Technology Management
- Information Technology Operations
- International Business
- Marketing
- Operations Management and Supervision
- Organizational Leadership
- Project Management
- Public Relations
- Public and Non-Profit Management
- Small Business Management
- Strategic Communication
- Virtualization and Cloud Computing

## Master’s Degrees
- M.S. in Data Analytics
- M.S. in Management
- M.S. in Organizational Leadership
- M.S. in Teaching and Learning
- M.S. in Teaching and Learning — Education Leadership
  - 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

## Specializations
- Accounting
- Applied Business Management
- Business Intelligence
- Contemporary Practices in K-12 Online Learning
- Criminal Justice Leadership
- Cyber Security
- English K-12 Educators
- English Language Learning (ELL)
- Finance
- Fraud Management
- Global Management
- Healthcare Administration
- Human Resource Management
- Human Resource Performance
- Information Technology
- International Management
- K-12 Educational Technology and Instructional Design
- Math K-12 Educators
- Online Learning Innovation and Design
- Organizational Leadership and Change Management
- Project Management
- Strategic Innovation and Change Management
- Teacher Leadership
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 B.S. in Business Management, B.S. in Accounting, M.S. in Management, and the M.S. 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 continually 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 providing, 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.
Welcome to CSU-GLOBAL

Colorado State University-Global Campus
CSUGlobal.edu

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 2018-2019

#### 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.

<table>
<thead>
<tr>
<th>Term</th>
<th>Start Date</th>
<th>Last day to withdraw with a W</th>
<th>Approximate F.A. disbursement</th>
<th>Last day to drop a class with full refund</th>
<th>F.A. Priority Deadline</th>
<th>Last day to add a class</th>
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<tbody>
<tr>
<td>FALL-C</td>
<td>9/10/2018</td>
<td>9/17/2018</td>
<td>9/14/2018</td>
<td>9/7/2018</td>
<td>8/31/2018</td>
<td>9/7/2018</td>
</tr>
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<td>WINTER-B</td>
<td>12/10/2018</td>
<td>12/17/2018</td>
<td>12/14/2018</td>
<td>12/7/2018</td>
<td>11/30/2018</td>
<td>12/7/2018</td>
</tr>
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</table>

*There is a 7 day winter break that occurs December 24 and December 30, 2018*
## BURGUNDY TRACK 2019-2020

<table>
<thead>
<tr>
<th>Trimester</th>
<th>Start Date</th>
<th>Last day to add a class</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>
</tr>
</thead>
</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 2019-2020

<table>
<thead>
<tr>
<th>Term</th>
<th>Start Date</th>
<th>Last day to drop a class with full refund</th>
<th>App. F.A. disbursement</th>
<th>Last day to withdraw with a W</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALL-B</td>
<td>8/12/2019</td>
<td>8/19/2019</td>
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<tr>
<td>FALL-C</td>
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<td>10/14/2019</td>
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<tr>
<td>WINTER-B</td>
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<td>12/16/2019</td>
<td>12/18/2019</td>
<td>1/20/2020</td>
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<td>WINTER-C</td>
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<td>2/17/2020</td>
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<td>WINTER-D</td>
<td>2/10/2020</td>
<td>2/17/2020</td>
<td>2/19/2020</td>
<td>3/16/2020</td>
</tr>
</tbody>
</table>

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

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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
ADMISSIONS POLICIES

Application Process
Applicants interested in pursuing a degree or Certificate 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 eSCRIP-SAFE, National Student Clearinghouse, and Parchment. The school from which the transcript will be ordered can supply instructions if any of these services are in use. All other official transcript submissions should be mailed to:

CSU-Global Campus
Attn: Admissions
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 admission may be granted to high school graduates (or those who have passed an approved high school equivalency exam) who have completed more than 12 transferable semester hours of credit from a regionally accredited college or university.

Transfer applicants must be in good standing at the institution they 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 decided by the Admissions Committee.

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 provided the student meets minimum transfer GPA requirements.

Applicants enrolled at another institution at the time the 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 12 or fewer college credits (from a combination of all sources) must submit their high school transcripts (or equivalent) if under the age of 23.

All application materials for applicants who decide not to enroll for the term for which 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.
Applicants with 12 or fewer transferable credits may be considered for admission based upon the additional guidelines below. Applicants with transfer credit 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 nontraditional 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 12 or fewer transferable credits 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.
- The online assessment, SmarterMeasure, in order to understand where the student is in technical skills, life factors, and other factors that may impede success.
- An official high school transcript or GED, HiSET, or TASC transcript.
- Official scores from a state-approved assessment of college-readiness such as the ACT or SAT.

HEAR Requirements: CSU-Global will check the applicant’s high school transcripts or equivalent to ensure the student meets all other State of Colorado HEAR requirements.

First-Time Status

- 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.
- 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. 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 required. 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 admission status once all official transcripts have been received and evaluated.

**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 your professional and personal goals. Share your motivation for pursuing a degree and how this degree will contribute to your goals.
- Explain your past academic history and how you plan to be successful at CSU-Global Campus. What has changed to allow success now?
- What are your strengths and challenges as a learner, and how will you address your challenges?
- A detailed study plan that specifies the number of hours per week, times during the day, and location that you can dedicate to your studies.
- 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 begin 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 six months of being withdrawn from the university. All outstanding student account balances must be paid in full and all official transcripts must be on file prior to consideration of the appeal by the Admissions 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.

Students enrolled in undergraduate certificate programs are not eligible for provisional admission. Graduate certificate program students may apply provisionally.

**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 admission 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, and 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 of 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.
- 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. Lifelong Learners who wish to enroll in graduate level courses must submit official transcripts documenting completion of
ADMISSIONS POLICIES

a regionally accredited bachelor’s degree. 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 admission.

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

- 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 years.

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

All official transcripts must be evaluated by a NACES affiliated transcript evaluation service. All scores and 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 a NACES affiliated transcript 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/. 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. If cumulative GPA is not included in the evaluation, students may apply for provisional admittance.

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) 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 admission.
• 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 have been completed within the last two years.

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

• An official transcript showing completion of a baccalaureate 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 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 year are required to apply for re-entry 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 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 and/or course completion rate below 66.66% must also provide a written statement detailing their previous academic difficulties, their plans to overcome these difficulties, and other pertinent information to assist the admissions committee in making a decision.

Graduate Students
Graduate students whose previous CSU-Global coursework resulted in a GPA below 3.00 and/or course completion rate below 66.66% must also provide a written statement detailing their previous academic difficulties, their plans to overcome these difficulties, and other pertinent information to assist the admissions committee in making a decision.

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 have 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 advisors 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 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 Admissions@CSUGlobal.edu 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 include 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 GPA 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 their enrollment counselor 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 to the current program. Students who complete their program and return at a later time should consult an enrollment counselor 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 by submitting a Provost Appeal form. 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 10 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](http://nc-sara.org/sara-states-institutions).

**Internships and Practica.** Some states have restrictions regarding internships, student teaching, and practica. As such, these opportunities may not be available in all states. Please see the following page for a list of these states: [https://csuglobal.edu/about/who-we-are/accreditation/state-specific-authorizations](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](https://csuglobal.edu/about/who-we-are/accreditation/state-specific-authorizations).
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 for transfer, non-remedial prior college credit must have been completed with a grade equivalent to C- or higher for undergraduate programs and B- or higher for graduate programs. Credit will be reviewed for transfer to CSU-Global upon submission of official transcripts.

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

When transferring coursework that is transcribed in quarter hours, CSU-Global will convert the total 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.

• The grade point average 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 up to 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, vocational credit, or practicum.

National Accreditation
Credit from an institution without regional accreditation will be reviewed for transfer. Institutions must be accred-
TRANSFER CREDIT POLICIES

Students who submit credits solely from nationally accredited institutions will be 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/. A course-by-course evaluation is required and must demonstrate a U.S. equivalent to the institution, accreditation, 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, which covers two allowable 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. Students have a 12-month period to complete their CBE exams.

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. 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., SOC101EX 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 Non-Profit 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
- COM355EX: Media and Society

* This course is no longer available

**Computer Science**
- COM400EX: Strategic Communication
- COM425EX: Communication Conflict and Persuasion
- COM455EX: Technical Communication
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<th>Transfer Credit Policies</th>
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<td><strong>Construction Management</strong></td>
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<tr>
<td>CMG300EX: Fundamentals of Construction Management</td>
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<td>CMG400EX: Construction Cost Estimating</td>
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<td>CMG450EX: Materials Used in Construction</td>
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<td>CMG460EX: Structural Analysis and Design</td>
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| **Criminal Justice and Law Enforcement Administration** |
| CRJ300EX: Introduction to Criminal Justice |
| CRJ310EX: Law Enforcement and American Policing |
| CRJ320EX: Juvenile Justice |
| CRJ325EX: Introduction to Forensic Psychology |
| CRJ330EX: Research methods for the Criminal Justice Professional |
| CRJ426EX: Investigative and Forensic Interviewing |
| CRJ335EX: Laws of Evidence |
| CRJ336EX: Criminal Investigations |
| CRJ420EX: Criminal Justice and the Constitution |
| CRJ425EX: Criminal Law |
| CRJ450EX: Investigative Forensic Photography |
| CRJ460EX: Managing Criminal Justice Organizations |
| CRJ470EX: Race, Class, and Crime |
| CRJ430EX: Fundamentals of Penology |
| **This course is no longer available.** |
| CRJ431EX: Victimology |

| **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 |
| 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 |
| PSY105EX: Introduction to Human Development |
| SOC101EX: Introduction to Sociology |

| **Healthcare Administration and Management** |
| HCM301EX: Accounting and Finance for Healthcare Managers |
| HCM310EX: Introduction to the U.S. Healthcare System |
| HCM315EX: Healthcare Supervision |

| **Hospitality and Tourism Management** |
| HTM300EX: Introduction to Hospitality Management |
| HTM310EX: Tourism and Commercial Recreation Systems |
| HTM320EX: Meeting and Event Management |
| HTM340EX: Hospitality Sales & Marketing |

| **Human Resources** |
| HRM350EX: Compensation & Performance Management |
| **This course is no longer available.** |
| HRM425EX: Managing and Leading Team Dynamics |
| **This course is no longer available.** |
| HRM435EX: Creating a Diverse and Ethical Workforce |
| HRM440EX: Recruitment, Selection, and Employee Development |
| **This course is no longer available.** |
| HRM450EX: Employment Law, Compensation, and Policy |
| **This course is no longer available.** |
| HRM455EX: Training and Staff Development |
| **This course is no longer available.** |
| HRM460EX: Organizational Development |

| **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 |
| ITS410EX: Database Management |
| ITS415EX: Principles of Cyber Security |
| ITS425EX: Ethical Hacking and Penetration Testing |
| ITS455EX: Digital Forensics and Investigations |
| ITS460EX: Information Security Legal and Ethical Issues |
Management
ECN310EX: Microeconomic Principles
ECN410EX: Comparative Economics and Global Business
1800-Present
ECN405EX: Managerial Economics
MGT300EX: Principles of Management
MGT302EX: Modern Organizational Theory*
* This course is no longer available
MGT305EX: Introduction to International Business
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
This course is no longer available.
MGT475EX: Strategic Innovation and Ideas
MTH410EX: Quantitative Business Analysis
SMB300EX: Introduction to Small Business/Entrepreneurship
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
MKG340EX: Product and Brand Management
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
OPS404EX: Leadership in Operations Management
OPS405EX: Managing the Supply Chain

Organizational Leadership
ORG303EX: Applied Organizational Psychology
This course is no longer available.
ORG304EX: Leading Authentically
This course is no longer available.
ORG305EX: Entrepreneurship in the Global Age
This course is no longer available.
ORG307EX: Communicating and Relationships in Negotiating
ORG405EX: Principles and Practices of Effective Leadership
ORG423EX: Communication Strategies for Leaders
ORG470EX: Leading through Conflict Resolution

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

Public Relations
COM302EX: Principles of Public Relations
COM312EX: Public Relations Techniques
COM321EX: Campaign and Event Planning
COM340EX: Social Media and Public Relations
COM360EX: International Public Relations

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:
TRANSFER CREDIT POLICIES

1. PLA Application
   The student will submit the application for PLA and CSU-Global will internally review eligibility requirements and all necessary documentation. If work experience does not reflect course content and objectives, the student may be denied.

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). 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 (6) 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).
- 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 10 three-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 and will not update a student’s attendance.
TRANSFER CREDIT POLICIES

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

• Students are urged to complete their Portfolio Projects within six months of when permission is granted as course content is updated regularly. Students have a 12-month period to complete their approved PLA Portfolio Projects.

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.

Applications will be reviewed and scored based on a rubric. Students who do not earn a high enough score to be approved to target a course via PLA may be allowed to submit a revised application to be reviewed a second time. Students may submit an application to complete a course via PLA a maximum of two times.

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
Regarding Prior Learning Assessments: 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.

In the instance of a failing score (“U”), the Portfolio Project may be resubmitted one time per targeted course for faculty re-review. The student must make changes per the feedback provided by the instructor prior to submitting for re-review. The second submission will be reviewed by the same instructor who reviewed the first submission. If the work remains unsatisfactory, no record will appear on the CSU-Global transcript. Submitting further Portfolio Projects based on that particular course is not permitted.

Additional PLA Reviews
Portfolio Projects may be submitted for completion at any time within the 12-month period, 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.

NonTraditional 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 nontraditional sources. Note: CSU-Global’s Prior Learning Assessment (PLA) and Competency Based Exam (CBE) credits are not considered nontraditional 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/](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](http://www.au.af.mil/au/ccaf/transcripts.asp). Please note: CCAF is a regionally-accredited institution and is therefore not considered a nontraditional 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 meets the following criteria:

- It has been evaluated according to American Council on Education (ACE) Guidelines — [http://www2.acenet.edu/credit/index.cfm?fuseaction=browse.main](http://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/](http://www.nationalcrs.org/ccrs/).

- It does not duplicate credit already accepted in transfer.

**Information Technology Certifications**

CSU-Global will accept credit for the following IT certifications. Students must submit official documentation reporting successful completion of each certification. Content of credit accepted in transfer may not duplicate coursework previously accepted or completed.

### Table 1: Proposed Transfer Credit Mapping

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title</th>
<th>Transfer Credit Certificate</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITS310</td>
<td>Introduction to Computer-Based Systems</td>
<td>CompTIA A+</td>
</tr>
<tr>
<td>ITS315</td>
<td>Introduction to networks</td>
<td>CompTIA Network+, CCNA, Juniper Networks CCENT, Alcatel-Lucent CCENT</td>
</tr>
<tr>
<td>ITS320</td>
<td>Basic Programming</td>
<td>N/A</td>
</tr>
<tr>
<td>ITS350</td>
<td>Information Systems Security</td>
<td>CompTIA Security+, CompTIA CASP, CISSP, CISM, CEH, CISA</td>
</tr>
<tr>
<td>ITS400</td>
<td>Information Technology Project Manage-</td>
<td>CompTIA Project+, PMP, Six Sigma Green Belt</td>
</tr>
</tbody>
</table>
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, which will include 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.

### Table 1: Proposed Transfer Credit Mapping

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title</th>
<th>Transfer Credit Certificate</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITS410</td>
<td>Database Management</td>
<td>Microsoft Exam 70-462: Administering Microsoft SQL 2012 Databases, Oracle PL/SQL 11g Certificate of Completion</td>
</tr>
<tr>
<td>ITS415</td>
<td>Certified Ethical Hacker</td>
<td>EC-Council Certified Ethical Hacker</td>
</tr>
<tr>
<td>ITS420</td>
<td>Advanced Networking Systems</td>
<td>CompTIA Linux+</td>
</tr>
<tr>
<td>ITS425</td>
<td>Certified Security Analyst</td>
<td>EC-Council Certified Security Analyst</td>
</tr>
<tr>
<td>ITS430</td>
<td>Network Enterprise Solutions</td>
<td>Microsoft Windows Server 2012 Enterprise Administrator</td>
</tr>
<tr>
<td>ITS439</td>
<td>Virtualization Technology Fundamentals</td>
<td>VMware Data Center Virtualization Fundamentals certification</td>
</tr>
<tr>
<td>ITS441</td>
<td>Cloud Technology Fundamentals</td>
<td>CompTIA Cloud+ certification</td>
</tr>
<tr>
<td>ITS443</td>
<td>Server Virtualization Technologies</td>
<td>Microsoft Monitoring and Operating a Private Cloud with System Center 2012 exam 70-246</td>
</tr>
<tr>
<td>ITS455</td>
<td>Penetration Tester</td>
<td>EC-Council Certified Penetration Tester</td>
</tr>
</tbody>
</table>
TRANSFER CREDIT POLICIES

Graduate Transfer Information
A maximum of nine 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 10 years of admission. Courses completed 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/. As a minimum, the evaluation must demonstrate a U.S. equivalent to the institution, the degree type, accreditation, and cumulative GPA.
### SAMPLE COMMUNITY COLLEGE TRANSFER STUDENT

<table>
<thead>
<tr>
<th>Credits</th>
<th>Source</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>58</td>
<td>from community college</td>
<td>CSU-Global can accept up to 64 credits from community or junior colleges. Credits usually transfer as general education or elective credits.</td>
</tr>
<tr>
<td>18</td>
<td>from exam</td>
<td>CSU-Global can accept up to 60 credits from non-traditional sources include CLEP, DSST, AP, and StraighterLine exams. Credits usually transfer as general education and elective credit.</td>
</tr>
<tr>
<td>6</td>
<td>from other 4-year universities</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>
</tr>
<tr>
<td>38</td>
<td>from 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>
</tr>
</tbody>
</table>

**TOTAL credits required for B.S. degree**

120

### SAMPLE MILITARY TRANSFER STUDENT

<table>
<thead>
<tr>
<th>Credits</th>
<th>Source</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>45</td>
<td>from Military</td>
<td>CSU-Global can accept up to 60 credits from nontraditional sources, including military training and experience, if reviewed by ACE. Credits usually transfer as general education or elective credits.</td>
</tr>
<tr>
<td>15</td>
<td>from Exam</td>
<td>CSU-Global can accept up to 60 credits from non-traditional sources including CLEP, DSST, AP, and StraighterLine exams. The maximum credit accepted is a total of credits from nontraditional sources. Credits usually transfer as general education or elective credit.</td>
</tr>
<tr>
<td>30</td>
<td>from Community College</td>
<td>CSU-Global can accept up to 64 credits from community or junior colleges. Credits usually transfer as general education or elective credit.</td>
</tr>
<tr>
<td>30</td>
<td>from 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>
</tr>
</tbody>
</table>

**TOTAL credits required for B.S. degree**

120

### SAMPLE 4-YEAR COLLEGE TRANSFER STUDENT

<table>
<thead>
<tr>
<th>Credits</th>
<th>Source</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>72</td>
<td>from Other 4-Year Universities</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>
</tr>
<tr>
<td>15</td>
<td>from Exam</td>
<td>CSU-Global can accept up to 60 credits from nontraditional sources, including: CLEP, DSST, AP, and StraighterLine exams. The maximum credit accepted is totaled from all nontraditional sources. Credits usually transfer as general education or elective credits.</td>
</tr>
<tr>
<td>33</td>
<td>from 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>
</tr>
</tbody>
</table>

**TOTAL credits required for B.S. degree**

120
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 his/her degree program, 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 eight-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 majors (programs of study). All program changes must be made through the Office of the Registrar with the approval of the appropriate advisor. Students will receive updated degree plans showing applicability of completed and 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.
- 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 percent 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 nontraditional 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 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 meaning of the natural and physical sciences; construct a framework to communicate scientific knowledge with both experts and laypersons.

• Integrate reasoning, critical thinking, APA style, and proper grounding in the arts and sciences through written communications, the result of which will be a 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 to construct a framework for analysis of the links -- including social media -- 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 six 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/.

### Table 1:

<table>
<thead>
<tr>
<th>Undergraduate General Education Requirements (31 Credits Total)</th>
<th>CSU-Global Offerings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written Communications (6 credits)</td>
<td>ENG101, ENG102, and COM300</td>
</tr>
<tr>
<td>Mathematics (3 credits)</td>
<td>MTH109, MTH122, and MTH156</td>
</tr>
<tr>
<td>Arts &amp; Humanities/History/Social &amp; Behavioral Sciences (15 credits total)</td>
<td></td>
</tr>
<tr>
<td>Arts &amp; Humanities (6 credits)</td>
<td>ENG130 and HUM101</td>
</tr>
<tr>
<td>Social &amp; Behavioral Sciences (3-6 credits)</td>
<td>POL101, PSY105, SOC101, HLS350, ECN205, ECN405, SOC300, SOC305, and SOC310</td>
</tr>
<tr>
<td>History (3 credits)</td>
<td>HST201, HST202, and HST300</td>
</tr>
<tr>
<td>Natural &amp; Physical Sciences (7 credits)</td>
<td></td>
</tr>
<tr>
<td>Course with Required Laboratory (4 credits)</td>
<td>PHY101, BIO121 + BIO121L, BIO205, BIO210, CHE101, and GEO101C</td>
</tr>
<tr>
<td>Lecture Course, No Required Lab (3 credits)</td>
<td>BIO121, BIO201, and HCM305</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Education Requirements</th>
<th>CSU-Global Offerings</th>
<th>Accepted Colorado gtPathways</th>
</tr>
</thead>
<tbody>
<tr>
<td>GT-CO1 Composition I</td>
<td>ENG101</td>
<td></td>
</tr>
<tr>
<td>GT-CO2 Composition II</td>
<td>ENG102</td>
<td></td>
</tr>
<tr>
<td>GT-AH2 Arts &amp; Humanities</td>
<td>ENG130</td>
<td></td>
</tr>
<tr>
<td>GT-AH3 Arts &amp; Humanities</td>
<td>HUM101</td>
<td></td>
</tr>
<tr>
<td>GT-HI1 History</td>
<td>HST201</td>
<td></td>
</tr>
<tr>
<td>GT-HI1 History</td>
<td>HST202</td>
<td></td>
</tr>
<tr>
<td>GT-MA1 Mathematical Explorations</td>
<td>MTH109</td>
<td></td>
</tr>
<tr>
<td>GT-MA1 College Algebra</td>
<td>MTH122</td>
<td></td>
</tr>
<tr>
<td>GT-MA1 Mathematics</td>
<td>MTH156</td>
<td></td>
</tr>
<tr>
<td>GT-SS1 Introduction to Political Science</td>
<td>POL101</td>
<td></td>
</tr>
<tr>
<td>GT-SS3 Introduction to Human Development</td>
<td>PSY105</td>
<td></td>
</tr>
</tbody>
</table>
Course Substitutions/Waivers
Substitutions and/or waivers for courses fulfilling general education requirements must be approved by the 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 core courses and a four course specialization, for a total of 12 courses. Degree programs with a concentration consist of six core courses and six courses within the concentration area. Each CSU-Global graduate course is three 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, for most graduate programs, with an earned grade point average of 3.00 or better for all CSU-Global hours attempted and included in the GPA computation. Some graduate programs may require fewer or more credits, and students should refer to the Academic Programs section of the catalog for specific degree requirements. Courses numbered below the 500-level cannot be applied toward graduation.
- A maximum of six 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 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 10 years of admission. Courses completed 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.

Management and International Management Requirements
Beginning in the Winter 17-C term, some business-related graduate programs carry unique degree requirements, in addition to the aforementioned requirements. These programs are MS Management, and Master of International Management. Students entering these programs should have sufficient background in core business areas to be successful.
Incoming students for Winter 2017 or later who do not have an undergraduate or graduate business-related degree from an ACBSP-, IACBE-, AACSB-accredited program are required to take BUS500 Foundations of Business as a prerequisite, prior to completing their first three terms. Students who have successfully completed a similar prerequisite course at another institution will not be required to take BUS500. Transfer courses will be reviewed for equivalency, in accordance with CSU-Global transfer policies.

Students offered provisional admittance to the programs, who have not completed a prior degree from an accredited business program, will complete BUS500, rather than RES500 or RES501. Students offered provisional admittance to these programs, who have completed a prior degree from an accredited business program, will complete RES500 or RES501, rather than BUS500.

Master of Professional Accounting, Master of Finance, and Master of Human Resources
The requirements will also apply to the Master of Professional Accounting, Master of Finance, and Master of Human Resource Management programs, beginning in the Spring 2018 term. See the Spring 2018 Academic Catalog for more information specific to these programs.

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 program, course, and module level.

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

Major in Accounting

The Bachelor of Science in Accounting provides students with the technical knowledge, analytical skills, and professional capabilities needed to contribute to an organization’s success with responsibilities in one or more accounting specialty areas (including financial reporting, auditing, tax accounting, business consulting, criminal investigations, and higher education), enabling them to compete in a global business environment. Learners gain knowledge of accounting fundamentals and a comprehensive view of organizational issues, including legal compliance and ethics, finance, marketing, leadership, economics, information systems, and quantitative decision-making. The accounting major prepares students for careers in private, public, not-for-profit, and government organizations and for graduate study in accounting, law, or other business fields.

Program Learning Outcomes

- Apply problem-solving skills to both domestic and international accounting in an array of diverse settings.
- Evaluate and incorporate current analytical tools and technology in performing business functions and facilitating decision-making.
- 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, relation-
ships, 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 practical knowledge and skills in written and interpersonal communication, analytical reasoning, and decision-making. The degree allows students to select courses in major disciplines in the social sciences, namely, economics, history, political science, communications, criminology psychology, and sociology.

Students develop the ability to think critically through the examination of principles and practices that underpin various social science disciplines as they relate to historic and contemporary social phenomenon. Upon completion of the degree, students integrate theory, social research skills, and professional experience preparing them for employment in the workforce in public, private, & community settings. Please note: we are no longer accepting students into this program, as of the 2018-2019 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.

Program Learning Outcomes

• Demonstrate effective written communication and analytical skills.

• Apply social and political 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 impact of ethical behaviors 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
- SOC300: Working in Modern Society
- HSM320: Human Development
- COM305: Communication in the Global Information Age
- SOC310: Race, Gender, and Ethnic Relations in the US
- ORG428: Organizational Behavior
- ITS325: Technology, Ethics, and Global Community
- SOC460: Community Development
- SOC470: Evaluation of Research and Theory in the Social Sciences
- SOC480: Capstone - Applying the Social Sciences

* 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/ Education/hreducation/Pages/universities.aspx or view the Assurance of Learning exam here: 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.
ACADEMIC PROGRAMS

• 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.

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
HRM300: Principles of Human Resource Management
ACT301: Financial Accounting
MKG310: Introduction to Marketing
ECN310: Microeconomic Principles
MGT315: Business Law
ECN315: Macroeconomic Principles
FIN400: Analyzing Financial Statements
MTH410: Quantitative Business Analysis
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.

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 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>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.

Major in Communication

The Bachelor of Science in Communication program supplies students with the knowledge required to successfully fill organizational communication positions. Capabilities 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
- HRM435: Creating a Diverse and Ethical Workforce
- 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**

Colorado State University-Global Campus’s Bachelor of Science in Criminal Justice prepares students to enter exciting careers in law enforcement, public- and private-sector agencies, political science, research, social work, investigations, the military, and many other fields. Studies include the exploration of both traditional and contemporary methods of maintaining the balance between public safety and civil liberties. In addition to gaining knowledge of crime, law, and the justice system, students achieve an understanding of the ethical issues and relevant theories that apply to criminal justice and private sector organizations today. Graduates will gain a deep understanding of the functions and relationship between the police, courts, and corrections components of the criminal justice system. This program also explores many contemporary issues in this field such as technology, analytics, security, white collar crime, forensics, cybercrime, terrorism, and international crime. Depending on career or academic interests, students can choose from five dynamic specializations: Criminology, Criminal Forensics, Criminal Justice Management, Homeland Security, and Emergency Management.

**Program Learning Outcomes**

- Describe the main components of the criminal justice system.

- Discuss theoretical approaches to deviance and crime.

- Determine how quantitative and qualitative research methods are used in the field of criminal justice.

- Apply ethical standards in the criminal justice system.

- Evaluate the balance between crime control strategies and appropriate civil liberties.

- Describe the needs of victims, offenders, and the affected community.

- Evaluate technology and its role in today's criminal justice environment.

**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.
ACADEMIC PROGRAMS

ORG300: Applying Leadership Principles
CRJ300: Introduction to Criminal Justice
CRJ310: Law Enforcement and American Policing
CRJ305: Criminology
CRJ330: Research Methods for the Criminal Justice Professional
CRJ335: Laws of Evidence
CRJ425: Criminal Law
CRJ420: Criminal Justice and the Constitution
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 core-competency business skills in management and supervision, marketing, human resources, communication, decision-making, strategic planning, operations, 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 lifelong 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
HCM301: Accounting & Finance for Healthcare Managers
HCM310: Introduction to the U.S. Healthcare System
HCM320: Introduction to Health Policy
HCM345: Health Law and Ethics
HCM370: Quality and Risk Management in Healthcare
HCM375: The Economics of Healthcare
HCM400: Managed Care and Health Insurance
HRM300: Principles of Human Resource Management
HCM315: Healthcare Supervision
HCM410: Healthcare Operations Management
HCM430: Population Health Management
HCM450: Healthcare Information Systems
HCM460: Introduction to Healthcare Strategy
HCM481: Healthcare Analysis and Policy Development - Capstone
HCM495*: Healthcare 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 nine 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>HCM345 Health Law and Ethics</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 competencies needed to succeed within the dynamic, evolving human resources field. Students will learn the concepts, practices, and skills to become an effective human resource professional and to manage the motivation and development of employees. Specific areas of study include human resource management in a global world, employment and labor law, recruitment and selection, and labor relations and conflict management. This program is aligned with the Society for Human Resource Management’s HR Curriculum Guidebook and Templates.

**Program Learning Outcomes**

- Utilize various human resource-related programs - including performance evaluation, compensation, training and development, and health and safety - to manage and motivate an organization’s most valuable resource, its people.
- Determine staffing needs, create job descriptions, and evaluate and compensate employees to ensure the organization obtains the maximum value from its workforce.
- Devise innovative recruitment and selection approaches that attract and retain talent to an organization, creating a diverse workforce to succeed in a globally competitive work environment.
- Examine the laws, regulations, and statutes that govern the legal and ethical implications of employee management.
- Build effective labor relationships between the organization, union, and employees through the use of imaginative negotiation and conflict-resolution strategies.
- Research trends, analyze facts, and determine human resource strategies and policies that advance an organization’s interests.

**Courses**

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

- ORG300: Applying Leadership Principles
- MGT350: Business Policy and Strategy
- HRM300: Principles of Human Resource Management
- HRM350: Compensation & Performance Management
- HRM470: Human Resource Management in a Global World
- HRM435: Creating a Diverse and Ethical Workforce
- HRM445: Labor Relations and Employment Law
- HRM440: Recruitment, Selection, and Employee 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:

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

* 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 (such as 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 goals 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:

- ORG300: Applying Leadership Principles
- ACT300: Principles of Accounting I
- ITS310: Introduction to Computer-Based Systems
- 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 Bachelor of Science in Interdisciplinary Professional Studies is an individualized program 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. 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
- Demonstrate 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.
- Demonstrate 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
- One approved course from each of the following content areas, as listed on pages 60-62*:
  - Communications
  - Quantitative skills
  - Global Awareness
  - Social Responsibility
  - Technology
  - Critical Thinking
  - Business
  - Strategic Innovation
- IPS450: Individualized Learning Portfolio (must be taken as final course at CSU-Global)

*Each course may only fulfill one content area degree requirement. A minimum of four of the eight selected courses must be at the 400 level. Students must select and submit all required courses in their individualized degree plan to the Interdisciplinary Professional Studies Faculty Mentor prior to their initial enrollment. Students wishing to modify their major courses on their individualized degree plan after their initial enrollment should contact their advisor to receive additional approval by their Interdisciplinary Professional Studies Faculty Mentor.
Customizing Your Interdisciplinary Professional Studies Course List

CSU-Global’s Interdisciplinary Professional Studies major grants students the freedom to customize their academic experience to fulfill any niche career requirements or educational aspirations. Students build their own course list by selecting eight of the 120+ courses below. The only stipulation is that each course must meet a different soft skill requirement -- the chart below indicates which criterion each course may fulfill.

<table>
<thead>
<tr>
<th>COURSE CODE</th>
<th>TITLE</th>
<th>Communication</th>
<th>Quantitative Skills</th>
<th>Global Awareness</th>
<th>Teamwork</th>
<th>Technology</th>
<th>Global Thinking</th>
<th>Business</th>
<th>Student Persistence</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACT300</td>
<td>Principles of Accounting I</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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</tr>
<tr>
<td>ACT301</td>
<td>Financial Accounting</td>
<td></td>
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<tr>
<td>ACT305</td>
<td>Managerial Accounting</td>
<td>X</td>
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<tr>
<td>ACT325</td>
<td>Principles of Accounting II</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>ACT350</td>
<td>Intermediate Accounting I</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
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<td></td>
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<tr>
<td>ACT360</td>
<td>Intermediate Accounting II</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>ACT405</td>
<td>Federal Individual Taxation</td>
<td>X</td>
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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.

The accredited, online Management Information Systems degree consists of 12 three-credit major courses as part of 120-credit hour bachelor’s degree. Core courses are designed to build practical knowledge and skills to help you advance your career.

Program Learning Outcomes
- Apply managerial and business processes to information systems.
- Conduct systems analysis to manage complex projects.
- Design business intelligence solutions to achieve 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
- MGT350: Business Policy and Strategy
- MIS300: Information Systems Design & 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
- MKG340: Product and Brand Management
- MKG350: Promotion and Public Relations
- 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 organization leaders with the foundational understanding of competitive knowledge, skills, and abilities. Courses in this degree-completion program build an understanding of basic management functions, organizational behavior, organizational design and structure, workplace psychology applications, leadership communication skills, policy development, project management, legal issues, and information technology management. Upon the completion of this degree, students will have the knowledge of these leadership and management skills to provide a foundation for operating in today’s global organizations.

Program Learning Outcomes
- Demonstrate the application of effective written communication and research skills.
- Apply proficient 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 managers.

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
- ORG303: Applied Organizational Psychology
- MGT320: The Legal and Ethical Environment of Business
- MGT351: Organizational Innovation and Change
- ORG400: Leading T eams in Organizations
- MGT410: Project Management
- ORG405: Principles and Practices of Effective Leadership
- ORG423: Communication Strategies for Leaders
- ORG470: Leading Through Conflict Resolution
- 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
- 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

* This course is no longer available.

Undergraduate Specializations

Students may complete a specialization that consists of five 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.

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.

Program 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
- HRM300: Principles of Human Resource 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 and Management Information System and Business Analytics majors will take COM305.
*** Business Management majors who initially enrolled before Fall 2012 will take HRM435. 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.

Program Learning Outcomes
• Identify appropriate software engineering topics and concepts to solve a given business problem.
• Develop conceptual models to access and update stored information.
• Implement algorithms to solving problems using the Java programming language.
• Develop software programs that manage resources securely in different operating system environments.
• Discuss different platform-based development environments.
• Analyze specific programming language requirements for multiple platforms.
• Implement simple web and mobile applications.

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 toward 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.

Program 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.

Program Learning Outcomes
- Assess the role of evidence collection in the court and trial process.
- Discuss the role of the forensic scientist and forensic technician.
- Assess the principles of crime scene investigation, including the recognition, collection, identification, preservation, and documentation of physical evidence.
- Apply basic forensic methods in collecting, processing, analyzing, and evaluating criminal evidence.
- Describe reports that are completed for crime sciences, physical evidence, and scientific process.
- Discover emerging concepts and practices in criminal 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.

Program Learning Outcomes
- Describe criminal justice foundational elements.
- Evaluate the ethical issues facing criminal justice organizations and personnel.
- Evaluate existing research using quantitative and statistical tools to make decisions.
- Apply the factors of effective management and leadership in criminal justice environments.
• Assess 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:

CRJ330: Research Methods for the Criminal Justice Professional
CRJ340: Restorative and Community-Based Justice
CRJ440: Ethics for the Criminal Justice Professional
ORG405: Principals and Practices of Effective Leadership
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.

Program 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.

Program Learning Outcomes
• Compare various information technology security models, architectures, and 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 surrounding information technology security, including privacy, legislation, and innovation.
• Analyze regional as well as international threats impacting Internet-based activities for use 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 & 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 and prepare enterprise data 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.
Program Learning Outcomes
• Identify the 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 analytical software.

• Evaluate current cloud computing capabilities and the major challenges in the database industry.

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 in Business Analytics
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 and concepts to practical applications associated with emergency planning, crisis response, and public safety research on both a domestic and international level. The program focuses on crisis and emergency management decision-making and exposes students to dynamic planning, operations, and all-hazard readiness and identification procedures and scenarios. Furthermore, the student explores infrastructure protection and preparedness, phases for crises response, mitigation activities, and integration of public and private resources. The students will gain significant critical thinking and decision-making abilities as this Emergency Management program utilizes virtual, interactive real-world scenarios and multiple multi-media platforms to practice their skills and techniques in a “safe” classroom environment.

Program Learning Outcomes
• Analyze the concepts and theories of emergency management and interpret disasters responses and implications.

• Discuss environmental hazards including man-made or natural events while interpreting and correlating planning and response regarding emergency events with an emphasis on all-hazard readiness.

• Apply critical thinking and decision-making as key functions to emergency management specifically during crisis operations.

• Assess crisis and emergency response and recovery issues and integrate exercise planning and coordination.

• Describe strategies toward infrastructure preparedness and protection.

• Analyze current international emergency management trends and tactics.

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.

Program 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.
ACADEMIC PROGRAMS

• 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.  
** 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 integrate healthcare organizational needs with information technology systems to streamline operations in medical facilities.

Program 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 healthcare 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.

Program 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  
* HCM430: Population Health Management
Hospitality and Tourism Management

The Hospitality and Tourism Management Specialization provides a foundation in key sectors and functions. Students will be prepared with a variety of practical skills and knowledge that may be applied directly to practice in this industry. The specialization is designed to provide supplemental and supporting knowledge to a wide variety of majors within the university.

Program Learning Outcomes

- Inform the student on the practices and business challenges/opportunities that exist within the great travel and tourism industry.
- Expand practical skills and frameworks in effectively managing HTM-related firms.
- Enhance decision-making in competing in the highly dynamic travel and tourism industry, as well as service industries in general.
- Describe the concepts and theories in marketing and managing HTM-related firms.
- Define operational factors in successful service delivery and business outcome within the HTM industry.

Courses:

- HTM300: Introduction to Hospitality Management
- HTM310: Tourism & Commercial Recreation Systems
- HTM320: Meeting and Event Management
- MKG340: Brand & Product Management*
- HTM340: Hospitality Sales & Marketing

* Marketing Majors will take MGT300 in place of MKG340.

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.

Program Learning Outcomes

- Analyze staff development and planning training programs.
- Research social, ethical, and legal influences on modern organizations.
- Integrate human resources management strategies and compensation systems.
- Examine 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:

- HRM300*: Principles of Human Resource Management
- HRM445: Labor Relations and Employment Law
- HRM440: Recruitment, Selection, and Employee Development
- HRM460: Organizational Development
- ORG470*: Leading Through Conflict Resolution

* If Business Management majors or Organizational Development majors take this specialization, they may have HRM435 replace HRM300 and/or MGT475 replace MGT470.

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.

Program Learning Outcomes

- Explain technology from a management perspective.
- Describe how to meet and/or optimize organizational needs by proper management of information technology.
- Compare the information technology needs with organizational needs.
- Illustrate the theoretical and applied uses of information technology in various business applications for problem-solving.
• Construct social, organizational, and ethical concerns of the practice of information technology.

• Evaluate software and hardware options for information systems management.

• Summarize software and hardware information technology management.

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.

Program Learning Outcomes
• Use skills obtained to prepare for various technology certification exams.

• Comprehend the theoretical uses of information technology in various business applications.

• Demonstrate the applied uses of information technology for a given business application.

• Apply skills in system analysis and design, network design and administration, database design and development, operating systems, software and web application development, and IT security.

• Compare technical skills in programming and technology trouble-shooting.

This specialization is available to students in all undergraduate programs except Information Technology 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
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. This course will look to focus on both domestic and international homeland security and counter-terrorism trends and tactics. Students will be exposed to many real-world scenarios in a virtual and highly interactive class environment, which will serve to sharpen their critical thinking and decision-making abilities.

Program Learning Outcomes
• Analyze history and apply concepts of homeland security to domestic and international situations in a dynamic threat environment.

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

• Describe 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

International Business
The undergraduate specialization in International Business prepares students for international management career opportunities within multinational industries and organizations. Learners will gain an understanding of economic, legal, governmental, financial, and cultural issues related to international business. The specialization is designed to support more informed decision-making as it applies to developing and managing cross-border enterprises, while competing in an ever more integrated and complex business environment.

Program Learning Outcomes
• Describe how cultures impact opportunities and outcomes in international business.
• Demonstrate skills and strategies for marketing and managing across multiple cultures.
• Compare concepts and models as they apply to multiple organizational functions within the international and global context.
• Analyze the scope of expansion and appropriate operations in the international marketplace.

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

- MGT305: Introduction to International Business
- ECN405: Management in the Global Economy
- ECN410: Comparative Economics & Global Business 1800-Present
- MKG400*: International and Multi-cultural Marketing
- COM315*: Intercultural Communication

*Marketing Majors substitute ECN310 for MKG400. Communications Majors substitute ECN310 for COM315.

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.

Program 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
- MKG340: Product and Brand Management
- MKG350: Promotion and Public Relations
- MKG470: Market Research

* Accounting and Business Management 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.
Program 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.

Program 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
- ORG470**: Leading through Conflict Resolution
- ORG405: Principles and Practices of Effective Leadership
- ORG423***: Communication Strategies for Leaders
- ORG400: Leading Teams in Organizations

* Interdisciplinary Professional Studies majors will take MGT350.
** Human Resource Management majors will take ORG303
*** Public Management majors will take COM305

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.

Program 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 temporary endeavors undertaken to create a unique product, service, or result. Learners will focus on the management of contracts and asset procurement. Additionally, students will apply management of risk, project planning, monitoring, control, and earned value methods, as well as assess the costs and benefits of total quality management.

**Program Learning Outcomes**
- Apply knowledge of management and leadership theories as they relate to project, program, and portfolio management.
- Examine tools and techniques of initiating, planning, executing, monitoring, and closing projects.
- Demonstrate critical-thinking skills for effective analysis and decision-making.
- Demonstrate well-honed skills in project 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:

- 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

* Organizational Leadership majors will take SOC460 instead.

**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.

**Program 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 Project 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.

**Public and Non-Profit Management**
The Public and Non-Profit Management specialization is designed to prepare students for positions in both the public and nonprofit 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.

**Program Learning Outcomes**
- Develop strategies for staff development and planning training programs.
• Evaluate social, ethical, and legal influences on modern organizations.

• Assess human resources management strategies and compensation systems.

• Understand 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-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.

Public Relations
The Public Relations specialization provides students a range of courses that will focus their understanding in specific public relations contexts, including media relations, event planning, international relations, internal relations, and social media management. In addition to coursework, this specialization encourages students to participate in promotions, publicity, community affairs, internal relations, writing, and special events planning.

Program Learning Outcomes
• Write logically, clearly, persuasively, and precisely in a professional manner.

• Engage in communication research, with a basic understanding of both qualitative and quantitative strategies.

• Develop, deliver, & critique effective oral presentations.

• Demonstrate high levels of interpersonal competence.

• Apply public relations theory to historic and contemporary public relations cases.

• Demonstrate sound ethical problem solving and decision-making.

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

COM302: Principles of Public Relations
COM312: Public Relations Techniques
COM321: Campaign and Event Planning
COM340: Social Media and Public Relations
COM360: International Public Relations

Small Business Management
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.

Program 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 Management 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.

Program Learning Outcomes

- Apply leadership, critical-thinking, problem-solving, creative, 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.

Program Learning Outcomes

- Demonstrate troubleshooting and administration techniques to manage a complex network environment.
- Identify various cloud models.
- Evaluate business opportunities to utilize and migrate to virtualization solutions.
- Implement best practices used for securing virtual environments.
- Operate a secured 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
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**SPECIALIZATIONS**

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 Data Analytics
- 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
- 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 additional credit-bearing course designed to familiarize them with 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 Data Analytics
The Master of Science in Data Analytics program prepares students to be strong organizational leaders by using business intelligence and data analytics. Students learn to improve decision-making and business processes in core business functions such as accounting, finance, logistics, management, and strategy through the application of business intelligence solutions and data analytics principles. Technical topics include data warehousing, data mining and visualization, business analytics, predictive analytics, and enterprise performance management. The program prepares students for careers such as business/systems analysts, business intelligence developers/analysts, ETL developers, data analysts, data architects, and data scientists.

Program Specific Admission Requirements
In addition to the institutional graduate admission standards, students seeking admission to the MSDA program must have an undergraduate degree with a major or concentration in management information systems, information technology, computer science, or database management and demonstrate that they have taken at least introductory courses in the following three areas: computer programming, database management, and statistics.

Students who do not meet the above conditions may be admitted provisionally to the program. One or more of the courses below may be required to be completed as prerequisites to the MSDA coursework to build up background knowledge in these areas:

- Basic Programming: ITS320
- Database Concepts: MIS407
- Statistics in Business Analysis: MIS445

To gain full admission to the MSDA program and begin graduate level coursework, provisionally admitted students must complete assigned prerequisite courses within 12 months of starting with a minimum cumulative grade point average of 3.0. All coursework must also be completed with a grade of ‘C’ or higher.

Program Learning Outcomes
- Recommend appropriate actions for ethical situations in business analytics.
- Develop knowledge to extract, transform, integrate, load, and access large data sets.
- Employ business intelligence solutions for business forecasting and analysis.
- Evaluate principles of descriptive, predictive, and prescriptive analytics to address business challenges.
- Articulate analytical conclusions and recommendations in written and visual formats.

Courses
In master’s programs, students choose a core program and then select a specialization area, consisting of four courses. Specializations allow students to take a sequence of courses in a career-relevant field. These courses will com-
ACADEMIC PROGRAMS

Implement the program of study based on professional and personal interest:

- RES500*: Fundamentals of Quantitative Analysis*
- MIS500: Foundations of Data Analytics
- MIS540: Introduction to Business Intelligence
- MIS541: Data Warehousing in Enterprise Environments
- MIS510: Data Mining and Visualization
- MIS530: Predictive Analytics
- MIS542: Business Analytics
- MIS543: Enterprise Performance Management
- MIS581: Capstone - Business Intelligence and Data Analytics

*Master’s Plus - Some Master of Science in Data Analytics 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 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. Students considering an advanced degree are encouraged to take the research track. This program of study is accredited by ACBSP.

The Society for Human Resource Management (SHRM) has also 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 ideas, research findings, data analysis, and recommendations, effectively and persuasively, with all organizational stakeholders using a variety of communications skills and tools.

- Develop comprehensive and innovative 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.

Courses

In master’s programs, students choose a core program and then select a specialization area, consisting of four 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:

- RES500*: Fundamentals of Quantitative Analysis*
- MG500: Organizational Behavior
- BUS500**: Foundations of Business
- 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
(RES500*: Fundamentals of Quantitative Analysis*)
MGT500: Organizational Behavior
BUS500: Foundations of Business
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 be required to take BUS500 and/or RES500 as part of their coursework if they do not have previous experience/ an accredited degree in business courses and/or accounting, finance, or business statistics. In this case, these courses do not count toward the degree program.

** Students who do not have a previous degree from an accredited program must complete BUS500 before completing other program requirements. BUS500 may be taken concurrently with the first course in the program. Students must successfully pass BUS500 within three terms. Provisional students required to complete BUS500 are not required to take RES500 or RES501. Provisional students who have completed a prior degree from an accredited business program will complete RES500 or RES501, rather than BUS500.

*** 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 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
- 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

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.

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 nontraditional 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 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:

(RESS01*: Fundamentals of Research and Writing)
OTL502: Learning Theories and Models of Instruction
OTL504: Social, Ethical, and Legal Issues in 21st Century Learning
OTL539: Theory and Practice in Backward Design
OTL547: Evaluation and Assessment
OTL545: Technology and Innovation
OTL565: Cultural Responsiveness in the Differentiated Classroom
OTL568: Action Research
OTL579: Capstone** - 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 RESS01 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.

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 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 grad-
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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. During each principal licensure course students will also be interning 6-8 hours per week, implementing the principal effectiveness standards that they are learning, in the school in which they are currently teaching.

(RESS01*: Fundamentals of Research and Writing)
OTL502: Learning Theories and Models of Instruction
OTL547: Evaluation and Assessment
OTL545: Technology and Innovation
OTL565: Cultural Responsiveness in the Differentiated Classroom
EDL500: Strategic Leadership
EDL520: Instructional Leadership
EDL530: School Culture and Equity Leadership
EDL540: Human Resource Leadership
EDL550: Managerial Leadership
EDL560: External Development Leadership
OTL568**: Action Research
EDL510**: School Leadership Internship
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 RESS01 as part of their program if they
have an undergraduate GPA below 3.00. In this case, the degree is 39 credits.

** OTL568 and EDL510 may be taken as corequisites.

*** This course may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.

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.

Please note: we are no longer accepting students into this program, as of the 2018-2019 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.

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 12 three-credit courses, listed in the suggested order of completion:

(RES501*: Fundamentals of Research and Writing)
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OTL501**: Educator Effectiveness
OTL 590**: Student Teaching I
OTL502: Learning theories and Models of Instruction
OTL516: Effective Mathematics Instruction
OTL539: Theory and Practice in Backward Design
OTL547: Evaluation and Assessment
OTL565***: Cultural Responsiveness in the Differentiated Classroom
OTL 591***: Student Teaching II
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

* 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.

** OTL501 and OTL590 must be taken as corequisites

*** OTL565 and OTL591 must be taken as corequisites

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.

Please note: we are no longer accepting students into this program, as of the 2018-2019 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.

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 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/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 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
OTL590**: Student Teaching I
OTL502: Learning theories and Models of Instruction
OTL518: Effective Science Instruction
OTL539: Theory and Practice in Backward Design
OTL547: Evaluation and Assessment
OTL565***: Cultural Responsiveness in the Differentiated Classroom
OTL591***: Student Teaching II
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

* 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.
** OTL501 and OTL 590 must be taken as corequisites
*** OTL565 and OTL591 must be taken as corequisites

Master of Criminal Justice
The Master of Criminal Justice provides an advanced understanding of theory and best practices of individuals in management positions of both public and private sector organizations. The curriculum addresses topics including ethics, decision-making, and the impact of crime in society to improve the effectiveness of criminal justice systems. Students can choose a number of specialization areas to complete the degree requirement after taking the core courses, depending on the personal interest and professional need, including Fraud Management -- a fast-growing industry in crime prevention and investigation, especially in the private sector. This program serves as a pathway to career advancement.

Program Learning Outcomes
• Describe crime and control from a range of theoretical and global perspectives.

• Evaluate research design, data collection, and analytical method.

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

• Evaluate the role of community-based justice in preventing crime.

• Apply professional ethics and its importance in our criminal justice system.

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

• Evaluate how technology is used as a highly effective contemporary crime-fighting tool.

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
CRJ595: 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 and managerial roles within the healthcare industry. The program incorporates leadership skills, core-competency knowledge, analytical abilities, global perspective, and evidence-based management tools needed to effectively and efficiently lead and manage in healthcare organizations in multiple settings. Students gain an increased understanding and awareness of the U.S. healthcare delivery system, healthcare policy, laws, and issues facing the healthcare industry, with an emphasis on the areas of healthcare quality, population health, human resources, financial management, information technology system and operations management, change and innovation, and strategic planning and other core competencies 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.

• 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, and population health and quality management requirements of the diverse array of healthcare alternatives.
• Apply business administration and management knowledge to the healthcare industry within the domains of management, organizational leadership, analytical reasoning, operations management, human resources, 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:

(RES501*: 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
HCM542: Operations Management in Healthcare Organizations
HCM565: Healthcare Finance
HCM570: Healthcare Information Systems
HCM580: Strategic Management in Healthcare
HCM595**: Healthcare Management Internship

*Masters Plus - Some Master of Healthcare 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.

**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 program provides students with the comprehensive theories, programs, and practices associated with human resources. This knowledge is leveraged to create innovative and inspiring strategies that maximize the potential and utilization of an organization’s human assets and employees. Students learn to become strategic partners with senior management as they compete in a global workplace. Specific topics include talent development, human resource leadership in a global environment, and maximizing human capital. This program is aligned with the Society for Human Resource Management’s HR Curriculum Guidebook and Templates.

Program Learning Outcomes
• Develop creative and innovative management strategies that utilize employee resources to maximize organizational effectiveness.

• Manage employee relations and resolve conflicts in the pursuit of creating a collaborative and diverse workforce.

• Critically analyze and create relevant programs to address human resource-related legal, ethical, and corporate social responsibilities that impact an organization.

• Strategically staff and develop organizational talent to maximize employee productivity and performance.

• Utilize human resource metrics and systems, including performance appraisals and compensation, to enable an organization to meet its goals and objectives.

Courses
The Master of Human Resource 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
HRM500: Human Resource Management
HRM515: Legal and Human Resource Dimensions of Business Management
HRM540: Maximizing Human Capital
HRM550: Strategic Labor Relations
HRM560: Staffing and Talent Development
HRM570: Global Human Resource Leadership
HRM580: Capstone - Human Resource Management
HRM595**: Human Resource Management Internship

*Masters 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.

• Develop effective and efficient technological solutions to issues in a complex enterprise.

• Evaluate the potential ethical and legal ramifications of information technology in a given environment.

• Align organizational & 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.

Courses
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)
- (BUS500*: Foundations of Business)
- MGT500: Organizational Behavior
- 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 M.S. in Management students may also be required to take BUS500 and/or RES501 as part of their coursework if they have previous experience/an accredited degree in business courses and/or accounting, finance, or business statistics. In this case, these courses do not count toward the degree program.

** 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 their amendments on accounting transactions.

Courses
The Master of Professional Accounting program consists of 10 (eight core and two 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
ACADEMIC PROGRAMS

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
MGTS10: 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 multi-national 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

• Critically analyze the environment in executing projects within a global marketplace.

• Apply advanced project management and organizational principles and skills to successfully implement projects.

• Determine the primary professional traits and factors associated with successful project managers and leaders.

• Execute effective planning and control strategies and best practices for time, cost, scope, quality, and risk management to ensure project success.

• 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.

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

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
OPS510: Operations Management
PJMS50: Project Management
PJMS25: Business Analysis
PJMS30: Contracts, Procurement, and Risk Management
PJMS5: Project Metrics, Monitoring, and Control
PJMS60: Project Management Office (PMO)
PJMS80: Capstone — Project Management
PJMS95**: 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 PJMS95 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 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).

**Program 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 the following: M.S. in Teaching and Learning and Master of Professional Accounting. 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 acquisition of skills needed for an analytic approach to organizational assessment for decision-making and management purposes, including knowledge of the product development processes. This specialization is not intended for students in the MSMGT Program.

**Program 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 ACT520. 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 that organizations can use to meet strategic objectives. Students demonstrate the tools and techniques used for collecting, analyzing, and transforming data into functional business knowledge for informed decision-making in an enterprise organization. Students focus on providing knowledge that allows enterprises to improve performance and remain competitive.

**Program Learning Outcomes**

- Demonstrate a functional knowledge of business intelligence in enterprise organizations.
• Conduct detailed analysis of organizational processes that lead to practical solutions to improve operational functions.

• Utilize business intelligence tools and techniques to develop relevant data systems and applications.

• Provide solutions to organizational needs 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 program except the M.S. in Teaching and Learning and the M.S. in Data Analytics programs. Business Intelligence specialization courses in order of completion:

MIS540: Introduction to Business Intelligence
MIS541: Data Warehousing in Enterprise Environments
MIS542: Business Analytics
MIS543: 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.

Program 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:

OTL538: 21st Century Teaching and Learning
OTL546: Building Online Learning Communities
OTL562: 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.

Program Learning Outcomes
• Discuss ethical issues facing criminal justice organizations and personnel.

• Analyze the influences of leadership and management on criminal justice organizational culture.

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

• Assess 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.

Program Learning Outcomes
• Analyze network infrastructure vulnerabilities.

• Determine recommendations to mitigate possible attacks of network resources.

• Evaluate enterprise network systems in order to streamline secure operations.

• Compose an alternative operations strategy in the event of computer-related attacks.

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

• Implement 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 K-12 Educators
The following 18-credit hour sequence of proposed graduate level English coursework is designed to provide existing K-12 English teachers with the graduate-level credit in composition, rhetoric, critical analysis & literature necessary to be qualified to teach dual enrollment courses. These graduate-level courses will be designed with the assumption that interested students have already completed a 32+-credit hour sequence of undergraduate courses. For those teachers requiring a master’s degree, 12 credits of the English sequence can be applied toward the MS in Teaching & Learning degree at CSU-Global.

Program Learning Outcomes
• Develop a comprehensive thesis and literature review that incorporates research and argues an informed position concerning an academic issue within the current literature of English language and literature studies.

• Critically evaluate personal bias within the current literature of English language and literature studies.

• Critically evaluate the work of seminal and key critics within the current literature of English language and literature studies.

• Critically evaluate the impact of race, class, and gender within the current literature of English language and literature studies.

• Develop a graduate-level academic writing process that incorporates research, pre-writing strategies, annotated bibliographies, annotated outlines, peer reviewing, working with Smarthinking and the Writing Center, revision and proofreading strategies, and MLA formatting.

This specialization is available to students in all graduate programs. English K-12 Educators specialization courses in order of completion:

ENG501: Studies in Composition and Pedagogy
ENG510: Literary Criticism and Theory
ENG515: History and Theory of Rhetoric
ENG520: Advanced Studies in World Literature
ENG525: British Romantic Literature
ENG532: American Literature WWI to Present

English Language Learning
This specialization is designed to prepare Pre-K-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.

Program 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.

Program 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.

Program Learning Outcomes
• Analyze the many different types of fraud.

• Discuss the global impact of fraud.

• Describe the legal framework and issues for fraud management and investigation.

• Apply computer-aided fraud data analysis.

• Determine various investigative tactics and techniques for conducting fraud investigations.

• Apply tools and methods of fraud investigation.

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

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

Program Learning Outcomes
• Apply the principles and theories of finance to analyze statements and financial information for effective decision-making in competitive environments.
• Synthesize and apply international accounting knowledge.

• Demonstrate an understanding of the multiple levels and forms of communication within an organizational environment.

• Apply concepts to a variety of differing organizational and global cultures.

This specialization is available to students in all graduate programs. Global management specialization courses are in order of completion:

- ACT520: International Accounting
- FIN500*: Principles of Finance
- ORG525: Decision Theory in a Global Marketplace
- MGT535: Managerial Communication in the Global Marketplace

*Students whose core program requires FIN500 will take FIN520 instead.

**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.

**Program 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 are in order of completion:

- HCM500: The U.S. Healthcare System
- HCM520: Quality and Performance Improvement in Healthcare
- HCM542: Operations Management in Healthcare Organizations
- 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.

**Program 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 are in order of completion:

- HRM500: Human Resource Management
- HRM515: Legal and Human Resource Dimensions of Business Management
- HRM540: Maximizing Human Capital
- HRM560: Staffing and Talent Development
Human Resource Performance
Organizations, whether private or 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.

Program 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.

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.

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.

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.

**Program 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:

- OTL530: Models of E-Learning & Instructional Design
- OTL532: Principles of 21st Century Learning and Design
- OTL534: ID Authoring Technologies and Internet Apps for Education
- OTL548: Education Technology Integration & Training

**Math K-12 Educators**

The following 18-credit hour sequence of proposed graduate level Mathematics coursework is designed to provide existing K-12 math teachers with the graduate level credit in mathematics necessary to be qualified to teach dual enrollment courses. These graduate-level courses will be designed with the assumption that interested students have already completed a 32+-credit hour sequence of undergraduate Mathematics courses. For those teachers requiring a master’s degree, 12 credits of the math sequence can be applied toward the MS in Teaching & Learning degree at CSU-Global.

**Program Learning Outcomes**


- Critically evaluate the current research focused on advanced mathematical & statistical studies.

- Appraise and critique current pedagogy utilized in mathematics instruction for secondary and undergraduate mathematics education.

- Examine high-level proofs and solutions to mathematics problems and design lesson plan modules to relay that information to students in secondary and undergraduate mathematics education.

- Assemble a teaching portfolio of advanced mathematics lesson plans that use the current, best pedagogy.

This specialization is available to students in all graduate programs. Math K-12 Educators specialization courses in order of completion:

- MTH525: Discrete Mathematics
MTH530: Foundation and Applications of Analysis I
MTH531: Foundation and Applications of Analysis II
MTH540: Higher Geometry
MTH545: Mathematical Modeling
MTH556: Advanced Probability and Statistics

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.**

Program 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 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.**

Program Learning Outcomes
- Prepare strategies for developing, managing, & 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 the 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
Program 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:

- ORG525: Decision Theory in a Global Marketplace
- ORG521: Managing Dynamic Environments
- ORG515: Dynamics of Power in Organizations
- ORG561: Examination of Modern Leadership

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)®.

Program 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 students with knowledge of the innovation process and implementation of innovation-supporting techniques that support agility and change within organizations. Specific topics include managing and leading dynamic organizations, theories of motivation and change, communication systems and processes that support agility and success, product development, and management topics related to talent development of employees.

Program Learning Outcomes

- Apply methods and processes to support employee selection and development.
- Analyze and integrate innovation, and identify where change and innovation create opportunity.
- Synthesize the application of management theories to support healthy organizations.
- Explore the components and integration of effective methods for communication that support both domestic and global organizations.
ACADEMIC PROGRAMS

This specialization is available to students in all graduate programs. Strategic Innovation and Change Management specialization courses in order of completion:

- MGT500*: Organizational Behavior
- MGT535: Managerial Communication in the Global Marketplace
- HRM520: Managing Performance for Results
- MGT571: Strategic Product Innovation

* ORGS21 will be taken by students whose core contains MGT500.

**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.**

**Program 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
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 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 concentration.

This state-approved, online principal licensure program consists of eight 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. Any possible graduate-level transfer credit requires Program Chair approval to be applied for course credit.

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 three-credit core courses, listed in the suggested order of completion. During each principal licensure course, students will also be interning six to eight hours per week, implementing the principal effectiveness standards that they are learning, in the school in which they are currently teaching.
EDL500: Strategic Leadership
EDL520: Instructional Leadership
EDL530: School Culture and Equity Leadership
EDL540: Human Resource Leadership
EDL550: Managerial Leadership
EDL560: External Development Leadership
OTL568*: Action Research
EDL510**: School Leadership Internship

* OTL568 and EDL510 may be taken as corequisites
** This course may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.

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. Any possible graduate-level transfer credit requires Program Chair approval to be applied for course credit.

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 2 three-credit student-teaching courses:

OTL501*: Educator Effectiveness
OTL590: Student Teaching I
OTL502: Learning theories and Models of Instruction
OTL516: Effective Mathematics Instruction
OTL539: Theory and Practice in Backward Design
OTL547: Evaluation and Assessment
OTL565**: Cultural Responsiveness in the Differentiated Classroom
OTL591: Student Teaching II

* OTL501 and OTL590 must be taken as corequisites
** OTL565 and OTL591 may be taken as corequisites
Teacher Licensure Science
The Teacher Licensure Science program 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.

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. Any possible graduate-level transfer credit requires Program Chair approval to be applied for course credit.

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 more information.
- A Declaration of Eligibility form.
- Colorado fingerprint requirement met.
- A vision statement defining their view of “effective32 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 2 three-credit student-teaching courses:

OTL501*: Educator Effectiveness
OTL590: Student Teaching I
OTL502: Learning theories and Models of Instruction
OTL518: Effective Science Instruction
OTL539: Theory and Practice in Backward Design
OTL547: Evaluation and Assessment
OTL565**: Cultural Responsiveness in the Differentiated Classroom
OTL591: Student Teaching II
* OTL501 and OTL590 must be taken as corequisites
** OTL565 and OTL591 may be taken as corequisites
Certificates

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

Undergraduate Certificate in Business Administration
The Undergraduate Certificate in Business Administration is an 18 credit-hour offering, targeting 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
MGT315: Business Law
MGT351: Organizational Innovation and Change
HRM300: Principles of Human Resource 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. This certificate program is eligible for financial aid.

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 IT professionals’ understanding of cyber threats, information assurance, and digital crime investigation, developing their 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. This certificate program is eligible for financial aid.

**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.

**Courses:**
- ITS315: Introduction to Networks
- ITS350: Information Systems and Security
- ITS360: Introduction to Cyber Security & 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, an 18 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, 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:**
- Compare different options of storing, manipulating, and analyzing data.
- Create databases including the areas of design, implementation, and management.
- Examine the purpose, context, and relevance of data analytic tools for making decisions.
- Apply statistical methods, regression techniques, and machine-learning algorithms to analyze data sets.
- Conduct data-based analysis to give 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 18 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. This certificate program is eligible for financial aid.

**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:**
- HRM300: Principles of Human Resource Management
- HRM435: Creating a Diverse and Ethical Workforce
- HRM445: Labor Relations and Employment Law
- HRM440: Recruitment, Selection, and Employee 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 Marketing
The Undergraduate Certificate in Marketing is an 18 credit-hour offering, targeted 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 using 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
MKG350: Promotion and Public Relations
MKG420: Digital Marketing
MKG470: Market Research
MKG340: Product and Brand Management

Undergraduate Certificate in Networking
The Undergraduate Certificate in Networking is an 18-credit, stand-alone certificate. This certificate will also grant college credit and allow for direct transfer credit (i.e. stackable) into the existing B.S. in Information Technology program. The certificate provides students with an opportunity to gain industry ready preparedness and allow them to later continue their studies to earn a full degree. The certificate program also aligns with six 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.
ACADEMIC PROGRAMS

Courses:
- ITS310: Introduction to Computer-Based Systems
- ITS315: Introduction to Networks
- ITS350: Information Systems and Security
- ITS405: Intermediate Networking
- ITS420: Advanced Network Systems
- ITS430: Network Enterprise Solutions

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.

Courses:
- 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. Students interested in certificate programs must meet standard admissions requirements. Certificates may be financial aid eligible. 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 analytics solutions for decision-making purposes. Courses cover an entire spectrum of business analytics, including foundations of data analytics, data mining and visualization, predictive analytics, and business analytics. Students interested in these courses should have a firm knowledge of basic computing skills, programming, statistics, and databases, as well as the ability to grasp and understand the fundamental principles of business analytics.

Certificate Learning Outcomes:
- Access the complete business analytics field from requirement collection to emerging topics such as big data and predictive analytics.
- Demonstrate the principles of descriptive, predictive, and prescriptive analytics.
- Develop essential skills in applying data-analytics techniques providing analytical results.
- Design and implement analytics solutions that align with organizational strategies.

Courses:
- MIS500: Foundations of Data Analytics
- MIS510: Data Mining and Visualization
- MIS530: Predictive Analytics
- MIS542: Business Analytics

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 compliment 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 24 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:
- EDL500: 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. During each Principal Licensure course, students will also be interning 6-8 hours per week, implementing the principal effectiveness standards that they are learning, in the school in which they are currently teaching.

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 their coursework and through an ongoing student-teaching experience, integrated into all the courses in this concentration. This approach is designed to ensure 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
OTL590*: Student Teaching I
OTL502: Learning theories and Models of Instruction
OTL516: Effective Mathematics Instruction - OR -
OTL518: Effective Science Instruction
OTL539: Theory and Practice in Backward Design
OTL547: Evaluation and Assessment
OTL565**: Cultural Responsiveness in the Differentiated Classroom
OTL591**: Student Teaching II
* OTL501 and OTL590 are taken as corequisites
** OTL565 and OTL591 are taken as corequisites

Graduate Certificate in Human Resource Management
The Graduate Certificate in Human Resource Management, a 12 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.

Courses:

- PJM500: Project Management
- PJM530: Contracts, Procurement, & 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
- MIS300: Information Systems Design and Management
- ACT305: Managerial Accounting
- MKG310: Introduction to Marketing
- MGT315: Business Law

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
ACADEMIC PROGRAMS

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.

Courses:
- CRJ330: Research Methods for the Criminal Justice Professional
- CRJ340: Restorative and Community Based Justice
- CRJ440: Ethics for the Criminal Justice Professional
- ORG405: Principles and Practices of Effective Leadership
- 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
- CRJ315: Criminology
- CRJ431: 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
- HCM430: Population Health Management

Hospitality and Tourism Management
These courses provide a foundation in key sectors and functions. Students will be prepared with a variety of practical skills and knowledge that may be applied directly to practice in this industry. The certificate is designed to provide supplemental and supporting knowledge to a wide variety of majors within the university, if the student so wishes to enroll in a degree program at some point.

Courses:
- HTM300: Introduction to Hospitality Management
- HTM310: Tourism & Commercial Recreation Systems
- HTM320: Meeting and Event Management
- MKG340: Brand & Product Management
- HTM340: Hospitality Sales & Marketing
- MGT300: Principles of 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
- ITS400: Information Technology Project Management
- ITS405: Intermediate Networking
- ITS430: Network Enterprise Solutions

Intelligence and Homeland Security
This certificate 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 cyberattacks. Procedures to reduce vulnerability, minimize damage, and recover from the effects of terrorist events will also be examined. This course will look to focus on both domestic and international homeland security and counter-terrorism trends and tactics. Students will be exposed to many real-world scenarios in a virtual and highly interactive class environment, which will serve to sharpen their critical-thinking and decision-making abilities.

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
ORG470**: Leading through Conflict Resolution
ORG405: Principles and Practices of Effective Leadership
ORG423***: Communication Strategies for Leaders
ORG400: Leading Teams in Organizations

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

Small Business Management
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:
ACT506: Advanced Accounting II
ACT510: Forensic Accounting and Fraud Examination- ACT550: Advanced Income Taxation
ACT560: Accounting Ethics
ACADEMIC PROGRAMS

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 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:
- OTL538: 21st Century Teaching and Learning
- OTL546: Building Online Learning Communities
- OTL562: 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 criminology 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 Pre-K-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
- HCM542: Operations Management in Healthcare Organizations
**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:**
- HRM540: Maximizing Human Capital
- ORG521: Managing Dynamic Environments
- HRM550: Strategic Labor Relations
- 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 adaptation.

**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 environment but also leads others in designing and expanding their school's K-12 online offerings.

**Courses:**
- OTL530: Models of E-Learning & Instructional Design
- OTL532: Principles of 21st Century Learning & Design
- OTL534: ID Authoring Technologies and Internet Applications for Education
- OTL548: 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 Leadership and Change Management**
These courses are 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.

**Courses:**
- ORG525: Decision Theory in a Global Marketplace
- ORG521: Managing Dynamic Environments
- ORG515: Dynamics of Power in Organizations
- ORG561: Examination of Modern Leadership

**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, in the institution, and within larger contexts through policy-making. They employ existing knowledge in teaching and learning to advance the concept of teachers as change agents, as well as 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 a fundamental introduction to the theory, concepts, terminology, and principles of accounting relevant to all business specialties. Primary emphasis is on the financial accounting system for corporations and the procedures for recording, summarizing, and reporting results of business activities. In addition,
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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
This course expands upon the financial accounting topics presented in ACT300 Principles of Accounting I. Other concepts presented include content and preparation of cash flow statements and financial analysis of a company based on relationships within the financial statements. In addition, the course covers the managerial accounting concepts of cost flows through a business, cost estimation, cost-volume-profit analysis, product costing, capital budgeting, operational budgets, variance analysis, performance measurement, and responsibility accounting. Prerequisite: ACT300.

ACT350
Intermediate Accounting I
3 credits
This course provides a deeper understanding of accounting topics introduced in previous accounting courses. Topics covered include the conceptual framework of financial reporting, codification of accounting standards, the accounting cycle, format and presentation of the financial statements, time value of money, revenue recognition, and accounting for cash, receivables, inventory, long-term assets, and current liabilities. 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 deeper understanding of accounting topics introduced in previous accounting courses and introduces more advanced topics. Topics covered include long-term liabilities; stockholders’ equity; dilutive securities and earnings per share; investments; accounting for income taxes, pensions, and leases; statement 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
This course focuses on understanding 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
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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 introduces specialized accounting standards for governmental and not-for-profit entities. Topics covered include the financial reporting of state and local governments, governmental operating statement accounts and budgetary accounting, and accounting for general capital assets and capital projects. Additional topics include specialized accounting practices for various types of non-governmental not-for-profit organizations. (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 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.) Course not eligible for Prior Learning Assessment (PLA) credit.

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. In addition, this course includes a consideration of the organization of the accounting profession, the new influences of the Public Company Accounting Oversight Board, and the professional ethics and legal liability of auditors. 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.) Prerequisite: ACT325.

ACT470
Advanced Accounting
3 credits
This course explores the accounting theory, practice, and procedures involved with multi-corporate business combinations (mergers, acquisitions, and consolidations), partnerships formation, partnership accounting, and accounting
for foreign currency transactions and translating financial statements of foreign subsidiaries for consolidation. 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 course is designed for students who participate on the staff of an accounting firm or in the accounting function of a business or nonbusiness organization as an opportunity to demonstrate program outcomes learned in the B.S. in Accounting under the supervision of both faculty and accounting 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; and a final report. **Prerequisite:** 3 Core Courses. **Course not eligible for Prior Learning Assessment (PLA) credit.**

**ACT500**  
**Managerial Accounting**  
**3 credits**  
Understand and apply accounting information for effective financial decision making in the strategic planning process.

**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; fraud prevention, deterrence, and detection; fraud investigation methods; and litigation processes including fraud loss recovery, expert witness testimony, and resolution.

**ACT520**  
**International Accounting**  
**3 credits**  
This course provides a thorough survey of international accounting practices and principles. Students learn the differences in accounting thoughts, practices, and principles among accounting standards such as the International Financial Reporting Standards (IFRS) and the U.S. Generally Accepted Accounting Principles (US GAAP). Other topics in the course include foreign currency translation, national and international financial statements, international transfer pricing, international taxation issues, ethical implications associated with accounting standards and reporting systems, and strategic accounting problems and issues for multinational corporations.

**ACT550**  
**Advanced Income Taxation**  
**3 credits**  
This course is an in-depth study 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.
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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, non-governmental 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 examines current ethical and professional standards required of accountants and Certified Public Accountants. It includes theories used to predict human behavior and applies these theories to the AICPA Code of Professional Conduct and other codes of accounting practice. Students will learn ethical reasoning, objectivity, independence, integrity, and professionalism and how these elements apply to real-world situations. Prerequisite: ACT506

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.
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. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

**BIO121L**
**Environmental Conservation Lab**
1 credit
This course fulfills a general education natural science lab requirement and serves as an optional lab to accompany BIO121. 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. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

**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. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

Business Courses

**BUS500**
**Foundations of Business**
3 credits
This course provides a foundational survey of business topics including marketing, finance, accounting, management, law, economics, ethics, information systems, quantitative methods, and policy within domestic and global perspectives. The broad focus of the course provides students without a business undergraduate degree with foundational background information in business terminology and concepts that support entry-level knowledge for graduate-level study. (Available Winter C.) Course not eligible for Prior Learning Assessment (PLA) credit.
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. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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 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.)

COM302
Principles of Public Relations
3 credits
This course provides an overview of the public relations profession from its historic beginnings to its contemporary role in society. The course also provides a foundation for the public relations sequence by exploring its definitions, history, ethics, principles, strategic planning, and career possibilities. (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.)

COM312
Public Relations Techniques
3 credits
This course introduces the basic principles associated with writing in a variety of styles and to multiple publics. Students learn how to construct specialized written docu-
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. This course is no longer available.

COM321  
Campaign and Event Planning  
3 credits  
This course introduces the systematic process of researching, planning, conducting, and evaluating the major elements of both campaigns and events. The course focuses on establishing campaign and event goals, objectives, strategies, and tactics. Students will also analyze public relations campaigns locally, nationally, and internationally. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

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.)

COM340  
Social Media and Public Relations  
3 credits  
This course examines the strategic use of social media for public communication. The course applies classic and contemporary theory to new media and technologies. Students will understand the practical knowledge and insights required to establish objectives and strategies, properly select social media platforms to engage publics, and monitor and measure the results of these efforts. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

COM360  
International Public Relations  
3 credits  
This course introduces students to the global perspective of public relations. The course focuses on the application of principles, models, and theories associated with international public relations. As public relations practices have changed, so has our need to explore these realms outside our borders. The course focuses on culture, identity, global regulations, communications, and ethical practices in a globalized world. Students will evaluate the moral and ethical implications of international public relations practices. Finally, future professionals will appreciate the opportunities that can be gained in this field despite the complex nature of PR practices across the globe. (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. This course is no longer available.

**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, interperson, 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 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. Course not eligible for Prior Learning Assessment (PLA) credit.

**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. Course not eligible for Prior Learning Assessment (PLA) credit.

**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. Course not eligible for Prior Learning Assessment (PLA) credit.

**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  
In this course, students will be introduced to the study of philosophy and history of criminal justice globally. 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 and also explore exciting contemporary topics such as white collar crime, cybercrime and criminology. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

**CRJ305**  
Criminology  
3 credits  
In this course, students explore crime, its micro and macro social context, and underlying causes. Students will be introduced to various theoretical perspectives explaining crime and, by the end of the course, apply relevant theories to explain crime and criminal behavior. Students will study victimology and learn about victimless crimes. Students will also be acquainted with the primary sources of crime statistics, which are an essential component in studying crime and testing theories. (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 will learn about the history of American policing, current issues and challenges, best practices, various roles and tasks, as well as legal, ethical, and public accountability. A thorough overview of the American system of law enforcement, examining the origins, development, roles, and operations of policing in a modern democratic society will also be covered. Students will 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
In this course, focus 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. In addition, the students will explore contemporary themes such as school violence, drugs, and bullying. (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
In this course, students are introduced to statistical techniques most commonly encountered in the analysis of quantitative 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
In this course, students draw upon a mix of problems and cases to examine major evidentiary rules and standards that regulate admission of proof at criminal trial. Concepts include relevance; the use of character and scientific evidence; the definition and use of hearsay; the use of real and demonstrative evidence; the proper method of impeaching witnesses, foundation and authentication requirements; and the law of privileges. (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
In this course, students examine the theory and practice of modern investigation methods for law enforcement and private sector 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 and also address exciting trending topics such as cybercrime, profiling, and white collar crime. (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. This course is no longer available.

CRJ420
Criminal Justice and the Constitution
3 credits
In this course, students explore 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. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)
CRJ425  
Criminal Law  
3 credits  
In this course, students will focus on all aspects to the fundamentals of criminal law. Major topics covered in the course include: elements of various types of crimes; requisite mental states for crimes; the nature and purpose of criminal responsibility; criminal defenses, including justification and excuse; and theories of criminal responsibility. This course also examines specific criminal cases to illustrate and apply many of the legal principles covered. This course is a replacement for PBS400 as of the 17-18 Spring Trimester. Students cannot receive credit for both of these courses.

CRJ426  
Investigative and Forensic Interviewing  
3 credits  
In this course, students explore the importance of conducting investigative interview and interrogations as the foundation for all levels of law enforcement and private 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.

CRJ431  
Victimology  
3 credits  
In this course, students examine the definitions, theories, and causes of victimization. Topics also include the criminal and civil processes available to protect and restore victims of crime. The social, personal, and economic impacts of crime on individuals, organizations, and society are also examined. This course is a replacement course for PBS431 as of the 17-18 Spring Trimester. Students cannot receive credit for both of these courses.

CRJ440  
Ethics for the Criminal Justice Professional  
3 credits  
In this course, students explore the theory, practice, and application of ethics to the field of criminal justice. The course will focus on understanding 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  
In this course, students learn the art of reproducing crime, accident, or autopsy 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  
In this course, students explore 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. In addition, the students will explore contemporary themes such as school violence, drugs and bullying.

CRJ465  
Crime Scene Investigation (CSI)  
4 credits  
In this course, students focus on 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  
Race, Class, and Crime  
3 credits  
This class is an examination of the impact of race, social class, and crime on 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, and their impact on society and communities through law enforcement practice, incarceration, sentencing policies, as well as the economic and political systems. This course will examine the role of implicit bias in the criminal justice system. (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. Course not eligible for Prior Learning Assessment (PLA) credit.

**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. Course not eligible for Prior Learning Assessment (PLA) credit.

**CRJ500**  
Criminological Theory  
3 credits  
In this course, students will gain an understanding of the major schools of thought about crime causation (sociological, psychological, and biological) and identify the primary positions of each theoretical approach. In addition students will examine 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  
In this course, students explore the study of theory, practice, and applications of ethics in criminal justice. Students engage in a philosophical undertaking that seeks to understand and justify moral standards and policies and practices that are presently applied to the occupations that comprise the criminal justice system. The course fosters the students understanding of economics, ethics, law, and power towards constructs of morality.

**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  
In this course, students will explore 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  
In this course, students will learn about the theories of organizational behavior and the management of justice organizations. Students will examine challenges facing criminal justice leaders who manage resources and employees who are responsible for public safety. Class discussions will expand students’ understanding of what dif-
ferentiates criminal justice organizations from private and other, public, organizations.

**CRJ555**  
**Fraud Examination and Prevention**  
**3 credits**  
In this course, students examine the act of fraud, motivations for committing fraud, 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**  
In this course, students develop 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, civil 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. Students will gain an understanding of advanced fraud analytics, such as using Benfords Law, and also explore analyzing written statements, bank records, and exploring investment swindles and con schemes.

**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. *This course is no longer available.*

**CRJ570**  
**Applied Research for Criminal Justice Professionals**  
**3 credits**  
In this course, students will develop a practical understanding of the most common research tools and techniques used by public and private sector criminal justice organizations. Students are able to contextualize criminal behavior while developing skills using tools for resource allocation within criminal justice agencies. The course also explores both traditional and more contemporary approaches to research.

**CRJ575**  
**Analytical Methods**  
**3 credits**  
In this course, students will gain a strong foundation for applying analytical skills and reasoning in the criminal justice environment. Students will 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**  
In this course, students will understand and integrate research and components of crime and justice administration/management as learned throughout the Master of
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Criminal Justice 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. Students will utilize all learned skills, theories, techniques, and knowledge learned through their academic program and apply them within many areas of this course. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Pre-requisite: Students must successfully complete three courses (nine credits) prior to taking the internship. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Prerequisite: IT5310. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Prerequisite: CSC320. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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
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**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: CSC400. Course not eligible for Prior Learning Assessment (PLA) credit.

**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.
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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. Course not eligible for Prior Learning Assessment (PLA) credit.

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: EDL500 with co-requisite of OTL568. Course not eligible for Prior Learning Assessment (PLA) credit.

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: EDL530

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 processes 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. Course not eligible for Prior Learning Assessment (PLA) credit.

Emergency Management Courses

EMG300
Foundations of Emergency Management
3 credits
In this course, the student will explore the global view of emergency management. Students will study the disciplines of emergency management and communication within the context of historical events through examination of case studies of natural and man-made disasters. It introduces students to concepts and challenges of crises opera-
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In this course, topics include exploration of the connections between national-level policy and state-level programs that emphasize the development of integrated plans. Finally, the course combines lessons learned from historical events with emergency management concepts to improve preparedness and minimize the effects of future hazards and threats. (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
In this course, students focus on mitigation, or actions taken that reduce or eliminate hazard risks to citizens and property. It also addresses how this is an ongoing phase in which communities continually pursue mitigation efforts through thoughtful planning and effective leadership. Additionally, methods will be presented on how emergency management personnel can attempt to influence human behavior during a crisis. Finally, mitigation activities such as planning, strategizing, and implementation of action items will be explored.

EMG375
Disaster Response
3 credits
In this course, students explore disaster response as an action taken immediately before, during, or directly after an emergency occurs, to save lives and minimize damage to property. Topics include disaster, response activities, warning people of severe weather, evacuating those considered to be at risk, and sheltering the affected population. It also explores providing emergency medical care, relaying information to the public, and managing the arrival of donations and volunteers. (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
In this class, students will examine disaster recovery as the last phase of the ongoing emergency management cycle of mitigation, preparedness, response, and recovery. It focuses on the complex process that involves the whole community of public, private, and non-governmental organizations to restore the community back to normal. The recovery process can take months and sometimes years to complete. Students also learn about community leaders and identify the stakeholders and the components of the recovery process, the community develops a recovery plan that describes the short-term and long-term goals to achieve restoration and healing after the disaster. (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
Emergency planning at the local, state, and federal levels of government has evolved since 1900. In the last 114 years, the population and disasters have increased that caused some social populations to experience more suffering than others. The outcry from the multitude of disaster affected populations directed the public’s attention to the focusing event. Emergency management at all levels of government evaluated the risks, policies, emergency plans to improve planning and response efforts, and provide sufficient resources. Local communities evaluated their risks, the vulnerable populations, and resources to improve their emergency plans. Natural and man-made disasters have greatly diversified and increased in magnitude that require continual evaluation of policies and emergency plans. (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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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.) Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Prerequisite: ENG501. Course not eligible for Prior Learning Assessment (PLA) credit.
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. Prerequisite: ENG501. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Prerequisite: ENG501. Course not eligible for Prior Learning Assessment (PLA) credit.

English Language Learning Courses

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.

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 builds on concepts covered in FIN 500 and provides a comprehensive array of skills to manage the finance function of a modern organization. It provides the necessary background both to understand and to apply financial-management techniques in order to be successful in positions of business management. Topics include capital structure and dividend theory, valuation models, portfolio theory, advanced cash flow analysis, and weighted and marginal cost of capital within a capital rationing model. Recommended Prior Course: FIN500

FIN540  
Investments  
3 credits  
The course provides a broad and detailed overview of the investment portfolio segment within the financial planning process. Students in the course will learn the basics of investments and explore theories and methods as they relate to the individual client. Topics covered include efficient market hypothesis theories, securities valuation concepts, investment portfolio theory, investment strategies, asset allocation and diversification, and portfolio construction. Recommended Prior Course: FIN500.

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: FIN500.

FIN560  
Derivatives and Assets Pricing  
3 credits  
This course provides a broad and detailed coverage of the derivatives markets including forwards, futures, swaps, and options. The role that derivative securities play in managing risk for multinational corporations, portfolio managers, and institutional investors is emphasized. Derivatives as speculative and hedging strategies are covered in detail.

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. Recommended Prior Course: FIN500
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. Recommended Prior Courses: All required program courses. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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

HCM300  
Healthcare Principles and Practices  
3 credits  
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.

HCM301  
Accounting and Finance for Healthcare Managers  
3 credits  
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.

HCM305  
Health and Disease  
3 credits  
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.

HCM310  
Introduction to the U.S. Healthcare System  
3 credits  
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. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HCM315  
Healthcare Supervision  
3 Credits  
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.

HCM320  
Introduction to Health Policy  
3 credits  
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. Recommended Prior Course: HCM310  
(This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

HCM340†  
Health Law  
3 credits  
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 organizations. 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.) This course is no longer available.**

**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.

**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.)**
COURSES OF INSTRUCTION

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.)

HCM430
Population Health Management
3 Credits
The course introduces students to the multiple determinants of health including medical care, socioeconomic status, the physical environment and individual behavior, and their interactions. Major topics include: development of the public health system, epidemiological models, health-risk factors, disease trends, and risk-reduction programs and strategies. Special emphasis will be placed on developing basic skills relevant to community assessment and health promotion strategies. Assignments and discussions provide opportunities to apply epidemiological analysis techniques with an emphasis on assessment of cost and benefits of population-based interventions. Recommended Prior Course: ORG300

HCM450
Healthcare Information Systems
3 credits
This course will allow students to explore the concepts of information management systems and clinical and administrative applications used in providing medical care to the targeted population. Topics include the examination of the processes used in the selection, application, and evaluation of information technology assets. 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. Students will understand the opportunities and challenges in implementing robust and effective information management systems in a healthcare setting.

HCM460
Introduction to Healthcare Strategy
3 credits
This course will provide the student with an overview of marketing and strategic planning concepts and processes in the healthcare industry. Through readings and discussions, students will have the opportunity to examine the traits, trends, and needs of today’s healthcare consumer, with special emphasis on consumer decision-making. Historical perspectives are discussed in tandem with current and future challenges. The course explores the formulation of strategy and development of marketing plans designed to address patient care from clinical, service quality, and the consumer perspective. Through the use of case studies, students will have the opportunity to analyze and assess tactics employed to improve organizational objectives. 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 influ-
enced 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. This course is equivalent to HCM481; earning credit for both courses is not permissible. This course is no longer available.

**HCM481**
**Healthcare Analysis and Policy Development - Capstone**
3 credits
This course explores contemporary issues within the healthcare operating environment that impact the strategic management of healthcare organizations. As the capstone course for the program, it synthesizes concepts from all previous courses with special emphasis on economic and financial analysis, the legal and regulatory environment, ethical considerations, organizational theory and leadership, and quality improvement. The course will employ case studies that allow the student to explore various concepts and apply techniques in a holistic manner to develop innovative solutions for challenging problems in the industry. Recommended Prior Courses: HCM460, ORG300. Course not eligible for Prior Learning Assessment (PLA) credit.

**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. Course not eligible for Prior Learning Assessment (PLA) credit.

**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. This course is no longer available.

**HCM515**
**Health Law and Ethics**
3 credits
This course explores the policy trends and legal and ethical challenges inherent in the administration of healthcare services. Topics include governmental reforms, policy process model, regulation of healthcare false claims, fraud and abuse, antitrust compliance and litigation, informed consent, and principals and legal basis for hospital governance and healthcare malpractice insurance.

**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 and outcomes. Students are introduced to quality improve-
ment and patient safety theories, models, methods, and tools that have an application in addressing the challenges and opportunities of improving the quality and safety of the new value-based healthcare system.

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.

HCM542
Operations Management in Healthcare Organizations
3 credits
In this course, students examine forces and trends that impact healthcare organizations such as operations performance, scheduling, productivity, and supply chain, operational assessment, patient care flow, and related support-care processes through process improvement. Students will use analytical techniques to assess performance data and to identify trends and issues to improve patient care outcomes.

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 health care policies and changing trends are identified and analyzed. This course is no longer available.

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. This course is no longer available.

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 and informatics in a healthcare environment. This includes how to identify and solve organizational problems affecting the design, implementation, and use of health information management systems and data throughout the enterprise. Students discuss the functions and interoperability of various systems including regulatory requirements, how to assure the confidentiality of patient information, and recent trends in the changing healthcare landscape.

HCM580
Strategic Management in Healthcare (Capstone)
3 credits
This course examines the components of organizational strategy development and execution as the healthcare system moves in a value-based delivery model. Topics include the strategic planning process, analytic tools, organizational strategies, competitive advantage, and critical decision making. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.

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.
COURSES OF INSTRUCTION

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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.) Course not eligible for Prior Learning Assessment (PLA) credit.

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.) Course not eligible for Prior Learning Assessment (PLA) credit.

HST300
U.S. History from 1945 to the Present
3 credits
HST300 examines major political and historical trends from the end of World War II through the present. Major themes include the Cold War, the demise of colonialism, the collapse of the Soviet Empire, the rise of a Civil Rights movement, the backlash against Liberalism, the emergence of a global economy, and the effects of technological development. This course pays particular attention to the advertisements of this era and the cultures that shaped them, and vice versa. Students will finish the course with a greater understanding of the history they have studied as well as a broader understanding of how to analyze historical events and perspectives. Students are challenged to present their analyses using a variety of media and Web 2.0 tools. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.

Homeland Security Courses

HLS300
Introduction to Homeland Security
3 credits
The purpose of this undergraduate course is to provide the student with a global overview of homeland security. It reviews the history of homeland security, emphasizing organizational structure, case law, and policy creation in response to, and as a result of, the dynamic threat environment affecting the United States. It addresses the connections and unified approach among federal, state, and local governments from a policy and procedure perspective. Finally, the course addresses both domestic and international issues in homeland security and the current and trending challenges in this field.

HLS350
Terrorism
3 credits
The purpose of this undergraduate course is to provide the student with an understanding of terrorism and the history and concepts of global terrorism including groups, ideologies, and motivations threatening homeland security. It addresses forms of terrorism including state-sponsored, transnational, domestic, and international organizations focusing on similarities, differences, and objectives. It explains counter-terrorism operations from a conceptual basis and identifies multi-agency programs and outcomes established for effective operations. The readings range from the historical origins of terrorism to modern cases of terrorism seen in the world today. On completion of this course, students should be able to identify terrorist organizations both national and international and understand their motivations and methods.

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**

**HRM300**  
**Principles of Human Resource 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.

**HRM350**  
**Compensation and Performance Management**  
3 credits  
Compensation and performance evaluations are principle functions of human resources. In this course, students will examine the monetary and non-monetary strategies that enable an organization to fairly and innovatively compensate employees, raising their productivity and satisfaction in the workplace. Additionally, students will explore the development and utilization of a performance evaluation tool that informs and motivates employees to excel in their position. The development of effective compensation and performance evaluations systems remains a critical component of organizational success.

**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 earned using this option will appear on transcripts with an “EX” suffix.) This course is no longer available.*

**HRM435**  
**Creating a Diverse and Ethical Workforce**  
3 credits  
A key responsibility of today’s human resource professional is to create a diverse workforce that is socially aware and possessed of the highest ethical disposition. In this course, students will learn how to create and promote a diverse workforce that values collaboration and teamwork, both in the traditional and virtual settings. Additionally, students will examine the ability to make reasoned, fair, and just decisions to enhance an organization’s reputation, credibility, and sustainability. For example, through the creation of a code of ethics, the employment of analytical methods, and the development of sound and logical arguments, human resource professionals can assume a leadership role in promoting the ethical conduct of the organization.  
*This course is an equivalent of HRM450; earning credit for both courses is not permissible.*

**HRM440**  
**Recruitment, Selection, and Employee Development**  
3 credits
This course provides students with a broad understanding of the innovative strategies to effectively staff, train, and develop employees. Recruiting and selecting the most talented employees is a key focus of this course, including job searching techniques, interviewing candidates, assessing the qualifications and competencies of applicants, presenting an attractive job offer, orientating new employees into the organization, and creating life-work balance within the organization. Additionally, learning the functions and duties of a position is critical to employee success; students will learn to create and promote training and developing programs to provide employees with the knowledge to competently perform their duties, thereby driving success throughout the organization.

**HRM445**  
**Labor Relations and Employment Law**  
**3 credits**  
This course provides comprehensive knowledge of labor relations and conflict resolution. Key topics include collective bargaining, negotiations, grievance and arbitration processing, and conflict resolution between management, unions, and employees. There is strong emphasis on the historical and current aspect of unions and labor relations in public and private sectors, including the developing of innovative collective bargaining and negotiation strategies that create respectful and collaborative discussions. Moreover, the ability to author and interpret union agreements and memorandum of understanding is explored.

Students will work to understand the core principles of employment law which include the ability to define and apply legal terminology to employment issues and the ability to analyze legal cases and legal concepts, and will explore the legal framework for employment relationships, examine the relationship between employment law and HR policies, and examine the range of legal liability for HR. *This course is an equivalent of HRM450; earning credit for both courses is not permissible.*

**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.) This course is an equivalent of HRM450; earning credit for both courses is not permissible.*

**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.) This course is no longer available.*

**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.)

**HRM470**  
**Human Resource Management in a Global World**  
**3 credits**  
This course is designed to provide critical knowledge and strategies to manage human resource systems and practices in a global context. The multinational and global corporation forms the basis for further study and insight in global human resource responsibilities, including: international cultures and customs, repatriation/expatriation, international organizational structures, organized labor, global business practices, applicable international law and regulations, differing work/life balances, and compensation and benefits.

**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. Course not eligible for Prior Learning Assessment (PLA) credit.

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: HRM300. Course not eligible for Prior Learning Assessment (PLA) credit.

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 MGT515 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. Recommended Prior Course: HRM500.

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. This course is no longer available.

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. This course is no longer available.

HRM521†
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. This course is no longer available.

HRM540
Maximizing Human Capital
3 credits
This course explores the value, utilization, and development of human capital, with a specific concentration on structuring an organization and developing innovative training programs that maximize organizational and human potential. Students explore strategies human resource professionals can utilize to raise employee motivation and job satisfaction, as well as assist employees in achieving the proper life/work balance. A key focus is to research concepts and practices that adapt organizational structures and processes to better conform to, utilize, and take advan-
HRM550
Strategic Labor Relations
3 credits
This course provides a comprehensive and exhaustive analysis of labor relations in terms of its history, regulations, and current environment. The broader relationship between unions, organizations, and employees is explored, along with dispute and conflict resolution techniques including grievances and arbitration. This course addresses the importance of teams and managing diversity through unique dialogue and a collaborative lens. Students learn to enhance and promote diversity as managers and leaders and effectively resolve conflict and disputes in a variety of complex scenarios. This course is an equivalent of HRM516 and MGT516; earning credit for both courses is not permissible.

HRM560
Staffing and Talent Development
3 credits
This course is an examination of the managerial and leadership responsibilities related to employee career management as well as personal and professional growth. Students explore strategies for training and staff development in order to better understand the importance of deploying human resources, developing core competencies, and promoting a learning culture to better compete in a competitive economy. This course also explores the changing educational, demographic, economic, and societal factors that impact recruitment, and students develop a comprehensive and innovative strategy to recruit the most talented applicants in the workplace.

HRM570
Global Human Resource Leadership
3 credits
This course focuses on the concepts and theories associated with managing a global workforce, including the complexities of outsourcing, expatriate challenges for employees and their families, coordinating training and development within differing cultures, and international issues associated with compensation, employee evaluation, and discipline. Students gain a solid understanding of the rise and importance of international business, the knowledge and skills employees need to compete internationally, and how human resources can play a strategic role in collaborating with senior management to build a productive and profitable global business.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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
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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 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. (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. (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. (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. Course not eligible for Prior Learning Assessment (PLA) credit.
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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

Hospitality and Tourism Management Courses  

HTM300  
Introduction to Hospitality Management  
3 credits  
This course is an overview of the dimensions of this extensive and integrated industry. The topics address practices and management of the major areas in hospitality management, plus an introduction to the broader travel and tourism industry. The background and historical development are presented as well as employment opportunities and trends in each area.

HTM310  
Tourism and Commercial Recreation  
3 credits  
This course provides an introduction to one of the world’s largest and growing industries: tourism. The topics focus on the linkages between leisure travel and services, entrepreneurship, and economic development. The general tourism system, along with tourism trends, commercial recreation, and the operation of a wide variety of related attractions and businesses are also explored.

HTM320  
Meeting and Event Management  
3 credits  
An introduction to the planning, implementation, and post-event aspects of professional meetings, events, conferences, and conventions. The course will provide practical insights and practices into this dynamic industry sector, positioning the student for entry level positions in planning and marketing functions related to event management.

HTM340  
Hospitality Sales and Marketing  
3 credits  
This course applies marketing principles and strategies to hospitality, tourism, and leisure services. Market segmentation identification and other marketing mix considerations will be applied to multiple facets of this service industry.

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.) Course not eligible for Prior Learning Assessment (PLA) credit.

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 ISM510. 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

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. Course not eligible for Prior Learning Assessment (PLA) credit.

ISM531
Cyber Security Defense and Countermeasures
3 credits
The Cyber Security Defense and Countermeasures 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.

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. This course is no longer available.

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. This course is no longer available.

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: MIS540 or equivalent. This course is no longer available.

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: MIS542 or equivalent. This course is no longer available.

ISM545
Information Technology Auditing and Assurance
3 credits
This course provides students with a foundation and understanding of IT auditing services used in midsized 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
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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. Course not eligible for Prior Learning Assessment (PLA) credit.

ISM595
Information Technology Management Internship
3 Credits
In this course, students participate in an Information Technology or related professional team under the co-supervision of faculty and organizational personnel. Weekly journals and a mid-term report are required with the objective of combining theory and observation of professional practice. Other course requirements include a mid-term conference with the instructor, faculty internship coordinator, and evaluation by the 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 Policy. Prerequisites: Students must successfully complete three courses (nine credits) prior to taking the internship course. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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 problem and issues. Recommended Prior Course: ITS310. Course not eligible for Prior Learning Assessment (PLA) credit.
ITS320
Basic Programming
3 credits
This course provides a detailed overview of fundamental programming, design, and testing concepts using Python. Students are introduced to the fundamentals of Python scripting and will become proficient in writing modular Python classes. At the core of class method development, students will write Python methods using lists, dictionaries, conditional logic, and looping controls. Recommended Prior Course: ITS310. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.

ITS325
Technology, Ethics, and Global Community
3 credits
The course provides an exploration of the relationships between 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. Students will gain a detailed understanding of the relationship that exists between technology and ethics from a business perspective. Prerequisite: ITS310

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.)

ITS405
Intermediate Networking
3 credits
This course provides students with the skills and knowledge necessary to implement a core Windows Server 2016 infrastructure in an enterprise environment. The course covers implementation, management, maintenance, and provisioning of services and infrastructure in a Windows Server 2016 environment. This course aligns with, and prepares students to obtain, the Microsoft Certified Solutions Associate (MCSA): Windows Server 2016 certification 70-740: Installation, Storage, and compute with Windows Server 2016. Recommended Prior Course: ITS315. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.

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.) Course not eligible for Prior Learning Assessment (PLA) credit.

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
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CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.) Prerequisite: ITS310

ITS420
Advanced Networking Systems
3 credits
This course presents advanced network and systems concepts to the student utilizing Linux. Students gain an understanding of the basics of networking routing and switching. They also examine and practice the concepts and skills necessary to function as a system administrator in a Linux environment. It prepares students for the Linux+ certification exam. Prerequisite: ITS315. Course not eligible for Prior Learning Assessment (PLA) credit.

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.) Prerequisite: ITS415. Course not eligible for Prior Learning Assessment (PLA) credit.

ITS430
Network Enterprise Solutions
3 credits
ITS430 Network Enterprise Solutions provides students with the skills and knowledge necessary to deploy, configure, and manage Microsoft Windows Server 2016, a powerful and complex operating system. Over the next eight weeks, you will learn a great deal about Windows Server 2016. This course aligns with, and prepares student to obtain, the Microsoft Certified Solutions Associate (MCSA): Windows Server 2016 certification 70-741: Networking with Windows Server 2016. Prerequisite: ITS315. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Prerequisite: ITS315. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Prerequisite: ITS439. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Prerequisite: ITS441
**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; ITS442

**ITS446**  
**Securing Virtual and Cloud Systems**  
3 credits  
Students in this course are introduced to the concepts of virtualization security including the types of virtualization, the importance of securing virtualized networks and discussions of the various virtualization program offerings. Additionally, students in this course are introduced to the concepts of cloud security. Students will understand the strategy for securely implementing network policies and integrating virtual networks into the existing physical infrastructure. Students will also gain an understanding of how to analyze and implement security for public and private clouds. In this course, students will learn about implementations of effective practices for securing virtual machines without creating additional operational overhead for administrators. In addition, students will learn how to protect networks, operating systems and applications in various cloud deployments. **Prerequisite:** ITS443

**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.) Prerequisite:** ITS415

**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:** ITS320, ITS410, and ITS430. Course not eligible for Prior Learning Assessment (PLA) credit.

**Interdisciplinary Professional Studies**

**IPS450**  
**Individualized Learning Portfolio**  
3 credits  
**TBD**

**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 com-
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merce 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.

MIM595
Internship
3 credits
This course is designed for students as an opportunity to demonstrate program outcomes learned in the Master in International 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; and a final report reviewing the internship experience. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.
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.)

MGT305
Introduction to International Business
3 credits
This is an introductory course in international business, focusing on how American firms function in sociocultural, demographic, political, legal, economic, and technological environments outside of the United States. A special emphasis on the influence of culture on business decision-making will be researched and analyzed. This course creates the foundation to study more international dynamics of various functional areas, such as accounting/finance, economics, management, and marketing.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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 no longer available. (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 evaluated. Students will gain the knowledge of how business strategies establish and influence the company’s position within its industry. 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.)

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.)
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. Course not eligible for Prior Learning Assessment (PLA) credit.

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 plan-
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. Course not eligible for Prior Learning Assessment (PLA) credit.

**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. Course not eligible for Prior Learning Assessment (PLA) credit.

**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.

**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 strategy development, with a focus on innovation and inherent challenges associated with strategy creation and implementation. The course focuses on setting strategy, developing market opportunity analysis, and establishing organizational goals 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.

**MGT550**
**Systems Design**
3 Credits
This course explores systems in relation to business, management, and research. Rather than a reductionist view, systems design focuses on entire webs of relationships viewed in the larger context to determine patterns that are dependent on time and context. Course topics include classic systems theory; new science systems theory including chaos, complexity, and self-organizing systems theories; research philosophy and methods; social systems including project teams, virtual teams, contractual and contingent
workforces, and organizational structure; innovation and disruption; systems operations; and systems performance.

**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 management setting and focuses on the comprehension and evaluation of research related to managing organizations. Topics include the research process, including qualitative and quantitative approaches, and applied research design. The research project begun in this course is completed in MGT581. Emphasis is placed on identifying the research problem, purpose, research questions, audience, and theoretical framework of an applied research project.

**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.

**MGT579**

*Capstone — Management*

*3 credits*

This capstone course brings together the knowledge and skills needed to be successful in the global marketplace. 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. Course not eligible for Prior Learning Assessment (PLA) credit. Course not eligible for Prior Learning Assessment (PLA) credit.*

**MGT581**

*Management: Strategy and Execution*

*3 credits*

This capstone course brings together the knowledge and skills needed to be successful in the global marketplace. 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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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 and big data solutions 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. Recommended Prior Course: ITS410.

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. Statistical 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. Course not eligible for Prior Learning Assessment (PLA) credit.

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 is performed to reinforce the concepts. Prerequisite: MIS445. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.
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 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 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.

MIS500
Foundations of Data Analytics
3 credits
This course introduces students to the methodologies, techniques, and tools most commonly used in data analytics. These foundational methods are from the fields of statistics, operations research, and information systems. Topics include techniques and tools for visualization, inference, forecasting, optimization, simulation, and data mining. The emphasis is on exposing the student to the techniques and software tools that are used in the industry and will be used in the rest of the program.

MIS510
Data Mining and Visualization
3 credits
This course will provide the basic framework for conducting various data and text mining methodologies, including logistic regression analyses, classical discriminant analyses, association rule, decision tree, support vector machine, neural networks, variable reduction, cluster analysis, text analytics, and web mining. In addition, this course teaches the essential and practical skills in visualization, including computer graphics, visual data representation, physical and human vision models, numerical representation of knowledge and concepts, pattern analysis, and computational methods. Recommended Prior Course: MIS500

MIS530
Predictive Analytics
3 credits
This course covers the fundamental predictive analytics and data mining approaches applied in business. It introduces basic concepts and techniques to discover patterns in data, identify variables with the most predictive power, and develop predictive models.

MIS540
Introduction to Business Intelligence
3 credits
This course provides students with an overview of Business Intelligence (BI) for an enterprise, establishing the foundation for using data in cross-functional key areas, such as accounting, sales, production, customer data, and other elements, to assist with generating actionable intelligence data for decision making in order to achieve or maintain competitive advantage in the workplace and evaluate how well corporate key performance indicators are being met.

MIS541
Data Warehousing in Enterprise Environments
3 credits
This course provides students with an overview of data warehouses in an enterprise and how data is captured, analyzed, and translated into information to assist executives with streamlined information from disparate systems for effective decision making based on data for strategic and operational objectives in an enterprise.

MIS542
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.

MIS543
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.

MIS581
Capstone - Business Intelligence and Data Analytics
3 credits
This capstone course provides students with the opportunity to demonstrate competency on the key domains of business intelligence and data analytics. Students will learn to integrate concepts learned throughout the entire pro-
gram and develop a comprehensive project in a specific domain of analytics, such as web analytics, social media analytics, big data analytics, or healthcare analytics. Prerequisite: All courses in the major. Course not eligible for Prior Learning Assessment (PLA) credit.

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 using digital 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. In this course, the student will obtain a general introduction to marketing principles and policies. Course units include marketing functions; price policies and controls; distribution channels, merchandising, and market research; competitive practices and government regulations; product development; and integration of marketing with technology, a basic understanding of the 4Ps (product, place, price, promotion), and current issues. (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.

MKG350
Promotion and Public Relations
3 credits
This course introduces the field of advertising, public relations, and the use of digital marketing. Topics include media relations, media buying, determining appropriate media, promotions, public relations, and publicity-development tools. Students 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 using both traditional and digital marketing methods. Students explore development of international marketing programs, as well as the various macroenvironmental factors that affect decision-making in an international setting. Additionally, a multi-cultural view of marketing will look at 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.)
COURSES OF INSTRUCTION

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. *Course not eligible for Prior Learning Assessment (PLA) credit.*

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. Course not eligible for Prior Learning Assessment (PLA) credit.*

MKG495
Marketing Practicum
3 credits
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. in Marketing 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: 3 core courses. Course not eligible for Prior Learning Assessment (PLA) credit.*
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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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.) Course not eligible for Prior Learning Assessment (PLA) credit.

MTH525  
**Discrete Mathematics**  
3 credits  
This graduate-level course will provide an introduction to discrete structures. The topics will range from: set theory, logic, number theory, recursion, combinatorics, graph theory and basic probability. Great emphasis will be focused on methods of mathematical proof: direct proof, induction, contradiction. This course will also offer best practices for Dual Credit course instruction and discussions of standard pedagogy. Previous undergraduate coursework (at least 21 credits of undergraduate Mathematics coursework) is assumed. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Prerequisite: MTH525. Course not eligible for Prior Learning Assessment (PLA) credit.

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.
COURSES OF INSTRUCTION

Recommended Prior Course: MTH530. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Prerequisite: MTH531. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Prerequisite: MTH531. Course not eligible for Prior Learning Assessment (PLA) credit.

MTH556
Advanced Probability and Statistics
3 credits
This graduate-level course will introduce students to a wide range of probability and statistical concepts, with a foundation in Calculus. The topics range from axioms of probability (Kolmogorov) to Poisson processes, as well as Markov chains and Limit theorems. Students will gain understanding and skills that go well beyond basic undergraduate statistics courses. Previous undergraduate coursework (at least 4-8 credits of undergraduate Statistics and at least 12-credits of undergraduate Calculus) is assumed. This course will also offer best practices for Dual Credit course instruction and discussions of standard pedagogy. Course not eligible for Prior Learning Assessment (PLA) credit.

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.)

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. Course not eligible for Prior Learning Assessment (PLA) credit.

Organizational Leadership Courses

ORG100
Navigating Organizations and Change
3 credits
This course provides an introduction to effective organizations and leadership models. Students will define efficient leadership, as well as examine current best practices in organizations. Students will also learn about leadership theories and how to apply them to current and diverse organizations. Course not eligible for Prior Learning Assessment (PLA) credit.

ORG300
Applying Leadership Principles
3 credits
The opportunities for students, in this first course, for all majors are to learn personal and professional leadership styles and drivers by providing an overview of leadership basics. Leadership skills are utilized across fields of study. Regardless of the roles individuals assume in an organization, they will need to communicate effectively, influence others, and understand the way they respond to others and why. The course engages students in discussion, exploration, and application of leadership skills, principles, and practices. Students will learn about the relationships and connections leaders have with individuals and organizations. Topics include leadership communication, motivation, style, and characteristics. Course not eligible for Prior Learning Assessment (PLA) credit.

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.) This course is no longer offered.

ORG304†
Leading Authentically
1 credit
This course provides an 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.) This course is no longer offered.

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.)
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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 effectively manage careers throughout life. Activities designed to advance career development and planning skills provide experiential learning opportunities for students. This course is no longer offered. Course not eligible for Prior Learning Assessment (PLA) credit.

ORG307
Communicating and Relationships in Negotiating
1 credit
This course examines the basic structure of negotiation including its effect on communication in relationships. Students 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.)

ORG400
Leading Teams in Organizations
3 Credits
This course examines the development, organization, and leadership of teams in both traditional and virtual settings, while also considering the impact globalization has on the importance of effective team participation and leadership. This course is designed to facilitate skill development and a working knowledge of and experience in team creation, leading teams, and individual roles within the team. Course not eligible for Prior Learning Assessment (PLA) credit.

ORG405
Principles and Practices of Effective Leadership
3 credits
This course explores the various aspects of leadership. Students learn concepts such as leadership styles, effective leadership, diversity, and best practices for motivating and influencing groups and individuals within organizations. Additional topics focus on application of effective leadership 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.) Prerequisite: ORG300

ORG423
Communication Strategies for Leaders
3 credits
This course provides a practical view of leadership communication strategies for transmitting, receiving, and understanding 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.) Course not eligible for Prior Learning Assessment (PLA) credit.

ORG470
Leading Through Conflict Resolution
3 Credits
This course revolves around identification and analysis of leadership 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. Course not eligible for Prior Learning Assessment (PLA) credit.

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 organization. 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. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.

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 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. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.
ORG500†
Foundations of Effective Management
3 credits
Understand the theories and principle concepts of management. 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 leading operational and strategic issues in public and private organizations facing accelerated social, economic, and technological changes. Students will examine organizational theory, strategic thinking, 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 technology, 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 leading teams and organizations in a global world. This course was replaced by ORG502 and is no longer available.

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 leadership. Students learn strategies, structures, and techniques for facilitating organizational change for competitive success in today’s dynamic business environment.

ORG525
Decision Theory in a Global Marketplace
3 credits
In this course, students will analyze the roles of leaders and managers in decision making. In the context of organizational theories of behavior and leadership, students consider how decision and choice theory are applied in global organizational settings. Students also learn to apply practical problem solving and conflict management skills through decision-making tools and leadership approaches.

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 for the practicing professional and focuses on internal and external communications practices and strategies within and beyond organizational settings. Audience is considered and includes employees, executives, first-line supervisors, community, customers, and board members. Students consider communication styles, interpersonal skills, business and professional writing, reports, and presentations based on substantive and credible data, and various modes of communication, including virtual communication.

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. This course is no longer offered.
ORG550  
Executive-Level Leadership  
3 credits  
In this course, students will learn about how executive-level leadership differs from mid-level leadership in organizations. The course will incorporate executive-level leadership competencies as well as executive-level leadership decisions that involve strategizing, involving stakeholders, setting the culture, entrepreneurship, leading change, thinking globally, and acquiring resources to achieve the organization’s strategic plan. Students will analyze executive-level decision-making through a theoretical and practical lens. Recommended Prior Course: ORG502. Course not eligible for Prior Learning Assessment (PLA) credit.

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 organizational leadership.

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 evolution 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 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. Prerequisite: All Core and Specialization courses except for Capstone.

ORG576  
Qualitative and Quantitative Research Methods  
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.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. This course is no longer offered.
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. Course not eligible for Prior Learning Assessment (PLA) credit.

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
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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.

OTL530
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. This course is a replacement course for OTL531K as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.

OTL531
Models of Instructional Delivery
3 credits
This course explores contemporary instructional models and methods linking education with workforce alignment, which facilitate effective teaching and learning. Multiple learning platforms and learning scenarios are studied, including e-learning in training and development. The instructional design models in this course are viewed from an international/global perspective.

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. Students who take OTL530 will not be able to apply this towards any program requiring OTL531K.

OTL532
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. This course is a replacement course for OTL532K as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.

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 Comple-
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Students who take OTL532 will not be able to apply this towards any program requiring OTL532K.

OTL534
ID 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. This course is a replacement course for OTL534k as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.

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. Students who take OTL534 will not be able to apply this towards any program requiring OTL534K.

OTL538
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. Students who take OTL538 will not be able to apply this towards any program requiring OTL538K.

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 2017-2018 Fall 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 2017-2018 Fall 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.

**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. **Students who take OTL546 will not be able to apply this towards any program requiring OTL545K.**

**OTL546**  
**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. This course is a replacement course for OTL545K as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.

**OTL547**  
**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 OTL547. Students in the Masters of Science in Teaching and Learning program prior to the 2017-2018 Fall trimester take OTL541k.

**OTL548**  
**Education 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. This course is a replacement course for OTL548k as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.

**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. Students who take OTL548 will not be able to apply this towards any program requiring OTL548K.

**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.

**OTL562**  
**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 use 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 and 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. This course is a replacement course for OTL562k as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.

**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. Students who take OTL562 will not be able to apply this towards any program requiring OTL562K.

**OTL565**  
**Cultural Responsiveness in the Differentiated Classroom**  
3 credits
An examination of the theories and concepts that define cultural responsiveness 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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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

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. Course not eligible for Prior Learning Assessment (PLA) credit.

OTL590
Student Teaching I
3 Credits
This course serves as an applications-based opportunity for students to engage in school settings. During this course the student will secure their 7-12 school placement and mentor. They will work with their mentor to become acquainted with the knowledge, skills, and dispositions necessary for the application of complex components of quality teaching. This course is a replacement course for OTL595 as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses. Course not eligible for Prior Learning Assessment (PLA) credit.

OTL591
Student Teaching II
3 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. Students will be provided with resources and feedback to support them in applying for a teaching license and teaching jobs. This course is a
replacement course for OTL595 as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these 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. Students who take OTL590 or OTL591 will not be able to apply this towards any program requiring OTL595. Course not eligible for Prior Learning Assessment (PLA) credit.

**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. This course has been replaced with CRJ305. Students who take PBS300 will not be able to apply this towards any program requiring CRJ305. This course is no longer offered.

**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 has been replaced with CRJ425. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.) Students who take PBS400 will not be able to apply this towards any program requiring CRJ425. This course is no longer offered.

**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 an equivalent of CRJ430; earning credit for both courses is not permissible. (This course is also offered through CBE. Credits earned using this option will appear on transcripts with an “EX” suffix.) This course is no longer offered.
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.) Students who take PBS431 will not be able to apply this toward any program requiring CRJ431. This course is no longer offered.*

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. *(This course is no longer offered.)*

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, heat, electricity and magnetism, and optics. This course fulfills a general education Natural and Physical Science requirement. This is an approved Colorado gtPathways course. *(Course not eligible for Prior Learning Assessment (PLA) credit.)*

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.) Course not eligible for Prior Learning Assessment (PLA) credit.)*

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. *(Course not eligible for Prior Learning Assessment (PLA) credit.)*

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. Course not eligible for Prior Learning Assessment (PLA) credit.

**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 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. Course not eligible for Prior Learning Assessment (PLA) credit.*

**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
COURSES OF INSTRUCTION

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. Course not eligible for Prior Learning Assessment (PLA) credit.

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, 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. Course not eligible for Prior Learning Assessment (PLA) credit.

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. **Pre-requisite 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.**

**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. **Course not eligible for Prior Learning Assessment (PLA) credit.**

**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. **This course is no longer offered.**

**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. Course not eligible for Prior Learning Assessment (PLA) credit.

### 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 program: business research and descriptive statistics, fundamentals of accounting analysis, fundamentals of financial analysis, and decision making through statistical and logical methods. The course includes quantitative methods to support research methodologies. 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. **Course not eligible for Prior Learning Assessment (PLA) credit.**

**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. **Course not eligible for Prior Learning Assessment (PLA) credit.**

### 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 introductory course presents sociology as a discipline and a perspective to be used for understanding the link between individuals and society. The course allows for critical evaluation of several important social issues, including the persistence of social and socioeconomic inequalities, the continuing significance of race, gender, class, family life, socialization, the economy, political structures, social interaction, and culture. Students will gain a subjective and objective understanding of the field of sociology through the review of historical information, research methods, theoretical perspectives, and effects of socialization. Ultimately, this course provides students the opportunity to develop critical thinking abilities about the way individuals operate within society. 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.) Course not eligible for Prior Learning Assessment (PLA) credit.

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.) Course not eligible for Prior Learning Assessment (PLA) credit.

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 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. Course not eligible for Prior Learning Assessment (PLA) credit.

SOC495
Applied Social Sciences Practicum
3 credits
The practicum provides students with practical experience in organizations specific to applied social science. Each student will work under the direct supervision of a senior-level professional at the workplace site. The purpose of the practicum is for students to apply and integrate what they have learned during the core courses of their applied social services programs. During the practicum, each student will be required to engage in discussions and assignments designed to demonstrate their ability to apply and integrate 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 practicums over a period of eight weeks with a minimum of 80 hours of fieldwork completed during the course. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.
# 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>
</tr>
<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>
</tr>
<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>
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<tr>
<td>Student Accounts</td>
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<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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## Program Coordinators

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<td>Teaching and Learning</td>
<td><a href="mailto:PC.Teach@CSUGlobal.edu">PC.Teach@CSUGlobal.edu</a></td>
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Colorado State University-Global Campus (CSU-Global) was created by the Colorado State University System Board of Governors in 2007 as the first independent, regionally accredited, 100% online state university in the country.

CSU–Global is focused on facilitating adult success in a global marketplace through career-relevant education including bachelor’s degrees, master’s degrees, and certificates-of-completion programs. Embracing the land grant heritage as part of the CSU System, CSU-Global sets the standard for quality, accessibility, affordability and innovation in higher education through its expert faculty trained in working with adults in an online learning environment, and through its dedication to student retention, graduation, and workplace success. Visit CSUGlobal.edu or call 1-800-920-6723 for more information.
ADDENDUM

- p.36 - HRM400EX is no longer available by CBE.
- p.37 - Placed the following CBE courses on teachout: ORG303EX, ORG304EX, and ORG306EX.
- p.54 - Removed HRM400 from the course substitution grid.
- p.55 - Replace HRM425 with HRM435 in the Bachelor of Science in Communication course list.
- p.64 - Replaced Major in Organizational Leadership program description, program outcomes, and course list.
- p.150 - Removed HRM400 and its course description.
- p.152 - Replaced prerequisite HRM400 with HRM300 beneath the HRM495 course description.
- p.176 - Replaced course descriptions of ORG575 and ORG576.
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