

School of Business and Management

Courses

ACCT 120, Principles of Accounting I, 3 Units

This course introduces the financial accounting model and application of fundamental accounting principles. The corporate form of business serves as the primary model to demonstrate accounting principles for cash, accounts receivable, inventories, operational assets, liabilities, and stockholders' equity.

ACCT 121, Principles of Accounting II, 3 Units

This course introduces basic managerial accounting concepts and emphasizes the use of accounting data in decision making. Topics covered include cost accumulation models, cost behavior, break-even analysis, variable costing, budgeting, differential analysis, product pricing, capital expenditure analysis, and financial statement analysis.

Prerequisite: ACCT 120

ACCT 122, Accounting Perspectives, 1 Unit

This course introduces students pursuing an accounting degree to a broad overview of the various career paths available to successful accounting graduates.

ACCT 320, Intermediate Accounting I, 3 Units

This course offers an intensive study of the accounting theory and principles underlying financial accounting. Emphasis is placed on the theoretical and conceptual framework of the financial reporting process including the role and authority of official accounting pronouncements and the responsibilities of professional accountants. This course begins with a review of the accounting model and covers accounting theory as it relates to revenue recognition, current assets including cash, accounts receivable, inventories, and current liabilities.

Prerequisite: ACCT 121

ACCT 321, Intermediate Accounting II, 3 Units

This course continues the study begun in ACCT 320, covering operational assets, intangible assets, investments, long-term liabilities, leases, income taxes, corporate capital transactions, and statement of cash flows. Emphasis is placed on the theoretical and conceptual framework of the financial reporting process including the role and authority of official accounting pronouncements and the responsibilities of professional accountants.

Prerequisite: ACCT 320

ACCT 325, Cost Accounting, 3 Units

This course explores managerial accounting concepts used in planning and controlling operations, determining cost of production, inventory control and evaluation, budgeting, and long-range planning. Emphasis is placed on cost determination, cost accumulation, cost-volume-profit relationships, standard costs, variances analysis and reporting, and the relationship between controlling costs and controlling operations.

Prerequisite: ACCT 321

ACCT 331, Federal Taxes I, 3 Units

This course offers an intensive study of the theory and principles of federal income tax law as it applies to individuals. Emphasis is on the theoretical framework and philosophy of the federal tax system, as well as practical application and planning. Course material covers basic concepts in the determination of income, classes of deductions, allowable credits, and property transactions. The importance of appropriate tax planning is stressed, and students prepare for the CPA (Certified Public Accountancy) test along with the IRS (Internal Revenue Service) Enrolled Agent (EA) test.

Prerequisite: ACCT 121

ACCT 332, Federal Taxes II, 3 Units

This course offers an intensive study of the theory and principles of federal income tax law as it applies to business entities/corporations, partnerships, estates, and trusts. Emphasis is on the theoretical framework as well as practical application and planning. Course material covers basic concepts of taxation in corporate formation and operation, as well as in partnership and S corporation formation and operation, along with the fundamentals of estate, gift, and trust taxation. The course also covers the tax audit process and professional tax preparer responsibilities, and students prepare for the CPA (Certified Public Accountancy) test along with the IRS (Internal Revenue Service) Enrolled Agent (EA) test.

Prerequisite: ACCT 331 for accounting majors, ACCT 121 for accounting minors;

Corequisite: ACCT 333

ACCT 333, Volunteer Income Tax Assistance (VITA), 1 Unit

This course gives students the opportunity to apply their knowledge of tax law and the available tools to successfully assist individuals and families in the community in preparing and filing accurate tax returns under the supervision of the instructor. Students gain hands-on experience working with clients and preparing tax returns according to the Volunteer Income Tax Assistance (VITA) and Tax Counseling for the Elderly (TCE) return preparation process.

Prerequisite: ACCT 331

ACCT 336, Advanced Accounting, 3 Units

This course provides an in-depth study of accounting theory and principles. Topics include business combinations, consolidations, insolvency, foreign currency transactions, segment reporting, partnerships, fund accounting, and accounting for state and local governmental units and other non-business organizations.

Prerequisite: ACCT 321

ACCT 425, Writing 3: Accounting Ethics, 3 Units

Students in this course are introduced to issues of accounting ethics that professionals encounter in practice, moral reasoning to resolve ethical dilemmas, and accountants' professional codes of conduct. Topics include major philosophical schools of thought, biblical perspectives on accountability, ethical reasoning strategies, earnings management, fraud, and corporate governance. Credit is not given for both ACCT 425 and ACCT 525. ACCT 425 does not satisfy the requirements of the Master of Professional Accounting (MAcc) program. *Meets the General Education*

Requirement: Writing 3: Writing in the Disciplines.

Prerequisite: Writing 2 and ACCT 321.

ACCT 426, Auditing Principles I, 3 Units

This course is an overview of auditing concepts, with special attention to auditing standards, professional ethics, the legal ability inherent in the attest function, the study and evaluation of internal control, the nature of evidence, statistical sampling, and the impact of electronic data processing. The basic approach to planning an audit is also addressed, as are the audit objectives and procedures applied to the elements in a financial statement.

ACCT 427, Auditing Principles II, 3 Units

This course takes the concepts and procedures learned in ACCT 426 and applies them in a comprehensive audit case study. Students prepare audit work papers that demonstrate application of audit theory and objectives for various classes of financial statement accounts. Students are exposed to the planning, control, and review procedures used by many public accounting firms. The use of computerized audit software is covered.

Prerequisite: ACCT 426

ACCT 500, Principles of Accounting I, 3 Units

This course introduces the financial accounting model and application of fundamental accounting principles. The corporate form of business serves as the primary model to demonstrate accounting principles for cash, accounts receivable, inventories, operational assets, liabilities and stockholders' equity.

ACCT 501, Principles of Accounting II, 3 Units

This course introduces basic managerial accounting concepts and emphasizes the use of accounting data in decision making. Topics covered include cost accumulation models, cost behavior, break-even analysis, variable costing, budgeting, differential analysis, product pricing, capital expenditure analysis, and financial statement analysis.

Prerequisite: ACCT 500

ACCT 502, Financial Accounting, 3 Units

This course introduces the financial accounting model and application of fundamental accounting principles. The corporate form of business serves as the primary model to demonstrate accounting principles for cash, accounts receivable, inventories, operational assets, liabilities and stockholders' equity. Students will interpret company performance by analyzing accounting statements and complete a computer simulation which demonstrates computer applications in accounting.

ACCT 503, Intermediate Accounting I, 3 Units

This course offers an intensive study of the accounting theory and principles underlying financial accounting. Emphasis is placed on the theoretical and conceptual framework of the financial reporting process including the role and authority of official accounting pronouncements and the responsibilities of professional accountants. This course begins with a review of the accounting model and covers accounting theory as it relates to current assets including cash, accounts receivable, inventories, and current liabilities.

ACCT 504, Intermediate Accounting II, 3 Units

This course covers operational assets, intangible assets, investments, long-term liabilities, leases, income taxes, corporate capital transactions, and statements of cash flow. Emphasis is on the theoretical and conceptual framework of the financial reporting process, including the role and authority of official accounting pronouncements and the responsibilities of professional accountants.

ACCT 506, Cost Accounting, 3 Units

This course provides the study of the theory and principles underlying cost and managerial accounting. Emphasis is placed on the following topics: Terminology, Job Order Costing, Activity Based Costing, Cost Volume Profit Analysis, Budgeting, Standard Cost, Non-Routine Decisions, Responsibility Accounting, Process Costing, Quality, Capital Budgeting, and Inventory Management.

ACCT 507, Auditing Principles, 3 Units

This course takes the concepts and procedures learned in previous accounting courses and applies them in a comprehensive audit case study. Students prepare audit work papers that demonstrate application of audit theory and objectives for various classes of financial statement accounts. Students are exposed to the planning, control, and review procedures used by many public accounting firms.

ACCT 508, Federal Taxes I, 3 Units

This course offers an intensive study of the theory and principles of federal income tax law as it applies to individuals. Emphasis is placed on the theoretical framework and philosophy of the federal tax system as well as practical application and planning. This course also covers basic concepts in the determination of income, classes of deductions, allowable credits, property transactions, as well as the tax audit process and professional tax preparer responsibilities. The importance of appropriate tax planning is stressed.

ACCT 509, Federal Taxes II, 3 Units

This course offers an intensive study of the theory and principles of federal income tax law as it applies to business entities - corporations, partnerships, estates, and trusts. Emphasis is on the theoretical framework as well as practical application and planning. This course covers basic concepts of taxation in corporation formation and operation, and partnership and S corporation formation and operation, and fundamentals of estate, gift, and trust taxation.

ACCT 510, Accounting and Tax Research Methods, 3 Units

In preparation for professional practice, students explore accounting research methods and tax issues utilizing professional online research databases to properly identify and focus research questions, interpret data, develop opinions, and effectively communicate the results.

Prerequisite: Acceptance into the Master of Professional Accountancy program

ACCT 511, Advanced Accounting, 3 Units

This course provides an in-depth study of accounting theory and principles first encountered in Intermediate Accounting. Topics covered include, but are not limited to, partnerships and corporations. Extensive coverage is given to business combinations and consolidations, as well as bankruptcy reporting.

ACCT 512, Management Accounting, 3 Units

Students investigate how management makes critical strategic and operational decisions using an organization's key financial and managerial accounting information, including Financial Statement, Balance Sheet, Income Statement, and Statement of Cash Flow. Students also discuss how to motivate and align management to act in the firm's best interests.

ACCT 515, Accounting Information Systems, 3 Units

This course emphasizes the application of accounting information systems. Students gain experience in auditing data within the computer environment and learn the controls necessary to ensure the accuracy and reliability of the accounting system.

Prerequisite: Acceptance into the Master of Professional Accountancy program

ACCT 520, Global Financial Accounting Standards, 3 Units

This course compares global accounting standards of the International Financial Reporting Standards to Generally Accepted Accounting Principles standards in the United States. Topics include statements of operations, financial position, stockholders' equity, and cash flow, as well as research and development, inventories, pensions, stock options, intangibles, leases, and taxes. Students learn through in-depth analysis of contemporary financial reporting requirements promulgated by the national and international accounting standards boards.

Prerequisite: Acceptance into the Master of Professional Accountancy program

ACCT 525, Accounting Ethics, 3 Units

Students explore accounting ethics encountered in practice such as, moral reasoning to resolve ethical dilemmas and accountants' professional codes of conduct. Topics include major philosophical schools of thought, biblical perspective on accountability, ethical reasoning strategies, earnings management, fraud, and corporate governance.

Prerequisite: Acceptance into the Master of Professional Accountancy program

ACCT 530, Advanced Business Law, 3 Units

Focusing on advanced legal issues encountered in financial and commercial business transactions, this course offers an in-depth study of business law, mergers and acquisitions, sales, commercial paper, secured transactions, documents of title, bankruptcy, securities regulations, and the legal liability of accountants.

Prerequisite: Acceptance into the Master of Professional Accountancy program

ACCT 535, Advanced Managerial Accounting, 3 Units

Students investigate the various ways management uses accounting information to make critical strategic and operational decisions such as product pricing, line extensions, and activity-based costing, and to evaluate operating performance including EVA and balanced scorecard. Students discuss methods of distilling key financial and managerial accounting information, as well as motivating and aligning management to act in the firm's best interests. Case based.

Prerequisite: Acceptance into the Master of Professional Accountancy program

ACCT 540, Forensic Accounting and Fraud Investigation, 3 Units

Discussion focuses on the principles and methodology of forensic accounting, including fraud detection and prevention. Students examine consumer, management, employee, and financial statement fraud. Prevention through internal controls and evidence gathering techniques are also addressed.

Prerequisite: Acceptance into the Master of Professional Accountancy program

ACCT 545, Advanced Auditing, 3 Units

This course covers advanced auditing topics and helps students develop an understanding of auditing standards and practice through in-depth analysis of contemporary auditing theory as promulgated by the accounting profession. The course emphasizes pronouncements by the Auditing Standards Board and the Public Company Accounting Oversight Board.

Prerequisite: Acceptance into the Master of Professional Accountancy program

ACCT 550, Accounting for Nonprofit Entities, 3 Units

Students in this course examine how nonprofit organizations measure financial performance and how they differ from for-profit organizations. Students also explore accounting principles and practices for nonprofit organizations including churches, hospitals, and health and welfare organizations. Utilizing case studies, students assess nonprofit and for-profit organizations that receive government assistance in the form of contracts, guaranties, grants, or assistance that may be subject to federal audit requirements. Other topics include ethical examination of accounting decisions, and the general characteristics and operational environment of nonprofit organizations, applying generally accepted standards, principles, and practices.

ACCT 551, Government Financial Management, 3 Units

This course covers the principles of public financial accounting and follows the Association of Government Accountants (AGA) Certified Government Financial Manager (CGFM) exam structure, which focuses on three modules: governmental environment, governmental accounting; financial reporting and budgeting; and governmental financial management and control. Students taking this course are required to use AGA's CGFM study guide materials (which are purchased by the university) and take all three CGFM exams. Students taking this course must pass all three CGFM exams to obtain an automatic A in the course.

ACCT 590, Integrative Accounting Review, 3 Units

In this course, students integrate the learning experience by completing modules related directly to CPA exam preparation.

Prerequisite: Acceptance into the Master of Professional Accountancy program

ACCT 591, Accounting Internship, 3 Units

Students in this course engage in a practical application of principles and theory in a real-world business setting through an accounting internship with a CPA firm. Students without prior public accounting internships or work experience are required to take the course.

Prerequisite: Acceptance into the Master of Professional Accountancy program

BUSI 100, Personal Finance, 3 Units

This course covers financial challenges that our society faces, the impact that they have on our society, and personal and social responsibilities related to these issues. In addition, the course offers students power over financial resources, freedom to give generously, insight for better citizenship, and civic engagement opportunities. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

BUSI 109, Business Mathematics, 3 Units

Students in this course learn the basic concepts and practices of business mathematics, including business algebra, business calculus, and statistics. Topics include differentiation and statistics such as population and sample, descriptive statistics, variation and skewness, exploratory data analysis with visuals, probability, random variable, sampling distribution, central limit theorem, discrete distributions (binomial, Poisson), continuous distributions (normal, t, exponential, chi-square), confidence interval estimation, hypothesis testing, correlation, regression, and the analysis of variance (ANOVA) for business students.

Prerequisite: MATH 90 or an appropriate score on the APU mathematics placement assessment.

BUSI 110, Business and Entrepreneurship, 3 Units

Students in this course learn about the role of business in society and the impact of the social environment on the firm, and become acquainted with the basic functional areas of business, including management, human resources, marketing, finance, and production. Students produce a comprehensive business plan incorporating the functions of business and examining the effect of the business on society. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

BUSI 111, Business Statistics, 3 Units

Students in this course learn basic statistical concepts and methods of collecting, summarizing, presenting, and interpreting data for the business context. Among the topics covered are differentiation, population, sample, descriptive statistics, variation and skewness, exploratory data analysis with visuals, probability, random variable, sampling distribution, central limit theorem, discrete distributions (binomial, Poisson), continuous distributions (normal, t, exponential, chi-square), confidence interval estimation, hypothesis testing, correlation, regression, and the analysis of variance (ANOVA), to be applied in real-world business situations. *Meets the General Education Requirement: Quantitative Literacy (Math).*

Prerequisite: MATH 90 or an appropriate score on the APU mathematics placement assessment.

BUSI 120, Business Communications, 3 Units

Students in this course explore current communication technologies and strategies in the modern marketplace to create and deliver audience-focused informative and persuasive messages using credible research, impactful visuals, and professional vocal and physical techniques delivered orally. Students are given scenario-based challenges often encountered in organizational settings and business situations, to help them determine the extent of information needed when communicating with key stakeholders, researching and utilizing credible support materials ethically, organizing information logically, and delivering messages through professional presentations using appropriate visual aids, graphics, posture, gesture, eye contact, and vocal expressiveness. *Meets the General Education Requirement: Oral Communication.*

BUSI 213, Negotiation Strategies and Skills, 3 Units

Students in this course learn the basics of negotiation, then research and explore additional techniques that help them establish alternative criteria to expand and build upon their bargaining style. Each student is assessed on negotiating style, role playing, principled negotiation, and information gathering. Emphasis is on topics related to negotiations in a business context.

BUSI 240, Introduction to Information Systems and Business Applications, 3 Units

This course offers the fundamentals of business information systems, methods, equipment, processes, computer characteristics, and concepts. Students also examine the ethical use of information, information systems, and business applications. The business applications of Formstack, QuickBooks, and Salesforce are taught with opportunities to earn an Expert Badge in Formstack and Competency Badge in QuickBooks.

BUSI 244, Data Analytics, Spreadsheets, and Data Visualization, 3 Units

Integrating knowledge gained in BUSI 240, students gain hands-on experience in analyzing, managing, and reporting data in the business world, and use advanced statistical tools to frame business decisions for operations, finance, forecasting, etc. Students learn data applications of Microsoft Excel, Data Studio, and Tableau, and also have the opportunity to earn an Expert Badge in Excel.

Prerequisite: BUSI 240

BUSI 246, Foundations of Business Analytics, 3 Units

Students in this course gain a basic understanding of data analytics to solve business problems. Students learn introductory use of Python, in an integrated environment.

Prerequisite: BUSI 111 or instructor's permission

BUSI 296, Business Law, 3 Units

The course introduces the laws affecting business transactions. Included is an overview of the legal system as it relates to business and in-depth study of contracts, sales and commercial transactions, and secured transactions.

BUSI 311, Quantitative Analysis for Management, 3 Units

This course comprises an overview of quantitative methods used to make data-driven decisions in business. Management tools include statistical analysis, simulation, and linear programming. The application of quantitative methods in project management, inventory management, time series forecasting, and data visualization is explored. Student evaluation is based on participation, assignment completion, exams, and a group project. This course prepares students to enter a changing business climate that requires knowledge of how to analyze data and create reports that help senior management make informed business decisions.

Prerequisite: BUSI 111

BUSI 314, Big Data Analytics for Business, 3 Units

This course introduces students to the evolving domain of data science and business analytics, helping them understand the processes and tools for analyzing big data and discovering new information to support managerial decision-making. Students solve problems across all areas of business with descriptive, diagnostic, predictive, and prescriptive analytics. Main topics include a robust study of basic statistics, data visualization, exploratory data analysis, linear regression, logistic regression, ridge regression, classification, clustering, decision tree analysis, text analytics, and more. These skills are foundational for anyone interested in a career in big data analytics/data science, and they are beneficial for every manager in today's data-rich economy.

Prerequisite: BUSI 111 or instructor's permission

BUSI 350, Business Internship, 3 Units

This course gives students the opportunity for practical application of principle and theory in an actual business setting through an internship. Students learn to set objectives and measure performance against those objectives in the business setting through a structured reporting process with the instructor. *Meets the General Education Requirement: Integrative and Applied Learning.*

Prerequisite: Completion of 60 units and instructor's permission.

BUSI 370, International Business, 3 Units

This course presents a survey of issues in international business, with a focus on managing in an international environment, understanding the global monetary system, and developing an international perspective on business operations including production, marketing, finance, and human resources. *Meets the General Education Requirement: Intercultural Competence.*

Prerequisite: MGMT 210

BUSI 405, Business Report Writing, 3 Units

Students practice writing clear, well-organized, effective formal and informal reports. Evaluation and preparation of business reports, utilizing business research methods and communication techniques are emphasized. Management of data and the use of graphics also are included.

BUSI 414, Application of Business Analytics, 3 Units

This course gives students opportunities for practical application of advanced analytics tools and techniques to real-world problems to help business professionals make data-driven decisions. Students learn to manipulate real-world big data sets, develop the most appropriate models, evaluate AI/ML-based models, and create technical reports that describe their findings. Main topics include data wrangling, advanced data exploration methods, advanced data visualization techniques, linear/logistic/polynomial regression models, classification, decision trees, clustering, neural networks, text mining, financial technology, and more. This class is accessible for students who do not have good math/statistics foundations and technical backgrounds; no coding skills or experience required.

Prerequisite: BUSI 111 or instructor consent, BUSI 244, BUSI 314

BUSI 430, Money and Banking, 3 Units

This course includes a study of monetary theories and banking principles, with special reference to contemporary developments in money and banking in the United States, the Federal Reserve System, and financial investment.

Prerequisite: ACCT 121, ECON 250, and ECON 251

BUSI 495, Writing 3: Business Ethics, 3 Units

This course focuses on the integration of Christian faith, ethical issues, and professional concerns that confront business professionals in the workplace. Students explore biblical and moral principles for ethical analysis and reflection, and utilize the case method to research and write managerial responses to current ethical dilemmas in the workplace. This course fulfills the General Education Writing 3 requirement and is recommended for all business majors. *Meets the General Education Requirement: Writing 3: Writing in the Disciplines.*

Prerequisite: Writing 2

BUSI 496, Senior Seminar: Business Ethics, 3 Units

This course focuses on the integration of Christian faith, ethical issues and professional concerns, which confront business professionals in the workplace with particular concern for leadership and transitions. The course will explore biblical and moral principles as related to real life case studies. In addition, the course offers the student the opportunity to complete in-depth study in a business related area to further prepare them as effective participants and leaders in the workplace. *Meets the General Education Requirement: Integrative and Applied Learning.*

Prerequisite: Senior standing and upper-division writing intensive course, majority of God's Word and the Christian Response

BUSI 497, Readings, 1-4 Units

This is a program of study concentrating on assigned readings, discussions, and writing arranged between, and designed by, a student of upper-division standing and a full-time professor. An independent study fee is assessed for each enrollment in this class.

BUSI 511, Big Data and Business Analytics, 3 Units

This course helps students understand the tools and processes for analyzing big data and discovering new information to support managerial decision making. Students solve problems across all areas of business with descriptive, diagnostic, predictive, and prescriptive analytics. Main topics include data preprocessing with database/SQL; descriptive analytics; exploratory data analysis and data visualization; diagnostic analytics such as linear regression and logistic regression; predictive analytics; and prescriptive analytics. Students also have an opportunity to earn a badge in business analytics.

BUSI 513, Introduction to Supply Chain Management and Logistics, 3 Units

This course covers the formulation and implementation of logistics and supply chain strategy for competitive advantage, including analysis of logistics capabilities, enhancement of strategy-supportive capabilities, and integration with strategically chosen supply chain partners.

BUSI 514, Operations Management, 3 Units

Different business strategies require different processes, and each strategy utilizes unique capabilities to gain competitive advantage. Students in this case-based course use a process view of operations to analyze key dimensions such as capacity planning, cycle time management, role of technology, logistics and supply chain management, and quality management. Students also connect to recent developments such as lean or world-class manufacturing, just-in-time operations, time-based competition, and business reengineering.

BUSI 515, Artificial Intelligence (AI) and Machine Learning (ML) for Business, 3 Units

This course focuses on practical applications of AI/ML tools and techniques to real-world problems to help business professionals with their data-driven decision making. Students learn how to manipulate real-world big datasets, develop most appropriate prediction models, evaluate AI/ML-based models, and create technical reports that describe their findings. Main topics include advanced data visualization techniques, linear/logistic/polynomial regression models, classification, decision trees, clustering, association rules, neural networks, text mining, financial technology, and more. Students also have an opportunity to earn a badge in business intelligence.

BUSI 516, Organizational Behavior, 3 Units

This course provides students with the social science tools needed to solve organizational problems and influence the actions of individuals, groups, and organizations. It prepares managers to organize and motivate the human capital of the firm, manage social networks and alliances, and execute strategic change through knowledge of competitive decision making, reward system design, team building, strategic negotiation, political dynamics, corporate culture, and strategic organizational design. Case based.

BUSI 517, Quality Management, 3 Units

This course introduces fundamental concepts and methods of quality management and productivity improvement, and students examine the role of managers in designing and implementing programs to improve the quality of products and services. Emphasis is on understanding the forces that make quality and productivity critical organizational issues. Student ability to implement quality-management tools, techniques, and processes is demonstrated.

BUSI 519, Research Design and Program Evaluation for Nonprofits, 3 Units

This practical methods course focuses on the available literature and research studies in the public and nonprofit sectors. In addition, it prepares students in such areas as setting research objectives, respondent selection/sample size, questionnaire development, evaluation, and the merits of conducting research in-house versus using an outside consultant or research firm. The course also covers qualitative research techniques, including depth interviews and focus groups. It includes a unit on copy testing (of brochures, direct mail, print, and video) to evaluate message communication before or after production.

BUSI 522, Private Enterprise and Public Policy, 3 Units

This course provides an introduction to political economy, the role of government in a mixed economy, business-government relations, the public policy process, regulation of business, corporate political activity, and the creation of businesses to capitalize on opportunities driven by legislative or regulatory action. Case based.

BUSI 523, Manufacturing Operations, 3 Units

This course provides an understanding of the concepts, methodologies, and applications of production operations management. Focus is on analysis and study of production methods and procedures available to line and staff management in various-sized U.S. and global business operations. Significant attention is given to decision-making processes appropriate for manufacturing or service organizations, including tactical and operational considerations. Coursework stresses the need and reasons for input, involvement, and interaction of operations personnel with all other disciplines and areas of a business organization.

BUSI 528, Consulting for Organizations, 3 Units

This course provides an overview of the consulting and advisory process as it relates to external and internal consultation in industry. The course focuses on various aspects of the consulting process life cycle such as gaining and retaining clients, developing proposals and engagement letters, defining client needs and diagnosing problems, utilizing effective data collection and analysis methodologies, documenting information gathered, developing solutions, presenting recommendations, and managing project requirements. Several types of consulting services and related issues are addressed. Students gain experience in basic consulting skills by completing a real-life consulting project and presenting their findings orally and in writing.

Prerequisite: MGMT 521

BUSI 530, Capstone Project: Entrepreneurial Emphasis, 3 Units

The project integrates the learning experience with a plan for development and implementation of a new, untried venture. The completed project describes the product or service offered, including necessary financing, proposed staffing, market size and niche, and the timetable associated with each element. Oral defense before a faculty panel completes the experience.

BUSI 532, Ethical Issues in Nonprofit Management, 3 Units

Following introductory class sessions on moral philosophy and democratic capitalism, students explore a variety of issues/decisions confronting leaders/managers. Case study situations include such areas as stewardship, truth in advertising, social (behavior change) marketing, marketing research (privacy and confidentiality); corporate responsibility, board/staff relations (accountability), individual responsibility (limits of welfare), and global issues (government corruption, labor practices, etc.).

BUSI 542, Managing Cultural Differences, 3 Units

Students learn how to identify, analyze, and plan for those elements within the cultural, economic, and political environments of international business that require specialized understanding and strategy for successful management or organized enterprise.

BUSI 543, International Trade and Finance, 3 Units

Students learn about the financial-monetary-economic environment of international business. Topics include the balance of payments, foreign exchange markets and risk, trade finance, direct foreign investment, capital budgeting in the multinational firm, and the international money and capital markets. Emphasis is placed on decision making with regard to international investment and financing.

BUSI 548, International Business, 3 Units

This course covers the various strategies businesses use in worldwide operations. Students explore the development of business strategies, the motivations for firms to expand operations globally, organizational challenges, and managerial implications. Students also examine political, economic, and social factors that shape the international business environment. The course focuses on competitive responses to these external pressures and identifies strategic models or approaches. Organizational capabilities, structures, and systems are examined to deliver optimal results. The necessary processes to acquire cross-border knowledge for creating joint ventures and alliances are examined. Finally, the future role of Multi-National Enterprises (MNE's) for the global economy is explored. Case and simulation based.

BUSI 550, Capstone Project: International Emphasis, 3 Units

Students submit a business plan that summarizes the major areas within international business from organization to quantitative methods. Methodology and underlying theories are presented through an exploration of the present international business environment. Oral defense of the completed project before a faculty panel is required.

BUSI 551, Situation Analysis and Diagnosis, 3 Units

This course introduces the purpose, methods, and skills of situation analysis and diagnosis in carefully selected case studies. Students benefit from a focused approach to interpreting, understanding, and developing skills to discover appropriate conclusions in differing business environments and situations.

BUSI 552, Comparative Management, 3 Units

The course enables the international business student to understand how management objectives, goals, practices, and business-government interaction are related to the cultural settings in which they take place. The course includes: analysis of international similarities and differences in managerial functions, structure and process, etc., in light of environmental factors; identification of the impact and results of different management practices; and an inquiry into the "universals" of management.

Corequisite: BUSI 551

BUSI 555, Integrated Decision Making in Nonprofits, 3 Units

This course, taken in the student's final semester, develops the students' ability to understand the decision-making process and execute the steps involved in identifying, evaluating, and implementing an effective business strategy for a nonprofit organization. The purpose is achieved as students identify their organization's mission, primary customers, and specific goals by integrating the functional knowledge acquired in previous nonprofit courses (i.e., management, marketing, finance, research, ethics, etc.) and by developing a comprehensive strategic plan for a new organization, an existing organization, or from the perspective of an organization that wants to review its current offerings. As such, the course also examines factors unique to a nonprofit (e.g., involvement of the board and lay members, government funders, communication with various customer groups, and assuring congruence between organizational mission and the strategic plan).

BUSI 561, Fund Development: Planning, Implementing, and Evaluation, 3 Units

This course examines the principles and methods of fundraising that respond to one's understanding of what donors, funders, and volunteers value, that is, what inspires their giving and how to develop and nurture these relationships. It uses case studies to demonstrate successful/unsuccessful promotional techniques, including advertising campaigns, direct mail, and special events. It also explores such areas as if/when to use consultants and special forms of planned giving. Finally, the course includes units on philanthropy/corporate giving and foundations, as well as a unit on grant writing.

BUSI 562, Effective Nonprofit Leadership and Management, 3 Units

This course addresses the questions: What are the characteristics of effective leadership and management? How can one organize for success and evaluate/strengthen the work already done? It explores the fundamental challenges to effective leadership including defining and articulating the organization's mission, identifying and understanding the multiple "customers" served, and identifying and prioritizing the critical managerial tasks that must be successfully executed. As such, it examines the roles of the executive director, the board, staff, and volunteers. Finally, this course introduces students to the Drucker Formulation Self-Assessment Tool for Nonprofit Organizations based on management expert Peter F. Drucker's principles of management.

BUSI 563, Public Accounting: Legal and Financial Issues in Nonprofit Management, 3 Units

This course introduces the legal and financial issues relevant to managing a 501 (c)(3) nonprofit organization. Issues addressed include organizing the entity, qualifying for and maintaining nonprofit status, fundraising, and nonprofit enterprise. Financial areas covered include the principles of fiscal responsibility for nonprofits as well as cost accounting, budgeting, the presentation of financial statements, proposed development, and in-kind resources.

BUSI 564, Strategic Marketing for Nonprofits, 3 Units

This course provides an introduction to the field of strategic marketing of nonprofit organizations (e.g., educational institutions, churches, the public and social sectors, health services, and the arts). The course texts, outside readings, videos, case studies, and class exercises focus on understanding three areas of effectiveness: 1) what makes an organization effective or not; 2) how individuals can improve their own effectiveness as managers, staff, or volunteers; and 3) how promotional strategies can be used to enhance the organization's effectiveness.

BUSI 569, Nonprofits in America: History, Philosophy, and Tradition, 3 Units

This introductory course traces the history, philosophy, and societal role of nonprofits in the United States and how the independent sector today compares organizationally to business and government. As such, it examines the roles of government (at the state and federal levels), religion and churches (including constitutional issues), business (corporate philanthropy), and the rights/responsibilities of individuals (e.g., natural law and contemporary public policy).

BUSI 576, Business Internship, 3 Units

This course gives students an opportunity to apply educational principles, theory, and disciplinary skills to a position with an organization, either for-profit or not-for-profit. Students are responsible for obtaining employment, and must submit the application for appropriate internship approvals. They also learn to set objectives and measure performance against those objectives in a business or related setting through a structured reporting process with the instructor. Projects and assignments are due throughout the term.

Prerequisite: Appropriate employment for internship, completion of 30 units of coursework, and instructor's permission.

BUSI 577, Global Field Study, 3 Units

This course provides the framework for graduate students to register for and complete a global field study in various countries around the world. During the course, students conduct corporate visits to business firms locally and around the globe to discuss how they apply and practice the business management principles, concepts and theories covered in the graduate curriculum.

BUSI 581, Strategic Leadership, 2 Units

Students learn to set an organization's strategic direction, align corporate organizational structure to implement strategy, and lead individuals. Students explore the power and strategic importance of their own formation and identity as a leader in creating value, mobilizing resources around opportunities, and influencing others through their corporate role. Class discussions serve as a framework for exploring high-performance impact, corporate culture, reputation, leading strategic change, and leadership theories and styles, with particular attention to servant leadership as an extension of a Christian worldview. Students further explore informal and formal authority and the strategic connection between personal leadership and organizational effectiveness.

BUSI 583, Integrated Decision Making, 3 Units

Students seek to develop the capability to appreciate and carry out the decision-making processes involved in identifying, evaluating, selecting, and implementing strategy in a company. This purpose is achieved by requiring the student to set goals, analyze business problems, develop a framework for making decisions to reach these goals, integrate the functional knowledge acquired in previous courses, and experience, through computer simulation business cases, the processes and functions performed by executive officers in meeting goals, and coping with an uncertain business environment.

BUSI 590, Capstone Project, 3 Units

This comprehensive capstone, intended for students with extensive workplace experience, gives students an opportunity to integrate their learning through the formulation of a corporate report providing strategic direction to a national, international, or global business. The completed strategic plan describes the general economic process applied to a business selected by the student: seasonal sales cycle, inflation/recession tendencies, and product life cycle. Emphasis is placed on the development of strategies, economic analysis, and flexibility of strategic alternatives within the plan.

Prerequisite: MGMT 578

BUSI 591, Marketing Strategy for Competitive Advantage, 3 Units

This course concentrates on the strategic issues encountered in marketing, in terms of total corporate and business strategy. Emphasis centers on matching internal strengths with outside opportunities, giving attention to weaknesses of the firm and threats from the environment. The goal is attainment of a sustainable competitive advantage.

Prerequisite: MGMT 578

BUSI 592, Financial Strategy for Competitive Advantage, 3 Units

This seminar stresses the enterprise-wide view of the strategic management of financial resources. Lectures and case studies present the tools and perspective necessary to gain a competitive advantage through financial management.

Prerequisite: FIN 513 and MGMT 578

BUSI 593, Manufacturing Strategy for Competitive Advantage, 3 Units

This course concentrates on the strategic issues encountered in the manufacturing processes. Manufacturing is recognized as an important strategic resource which can provide major competitive strengths for a business. Today's manufacturing managers must look to the future to plan, set objectives, initiate strategy, establish policies, and commit resources. The goal is attainment of a sustainable competitive advantage.

Prerequisite: MGMT 578

BUSI 594, Emerging Trends in Information Technology, 3 Units

This course, intended for students without a background in information technology (IT), surveys current topics in IT and their impact on business, management, organizations, and society. Course topics include business intelligence, cybersecurity, business analytics, social networks, data visualization, agile software development, and business process management. Students develop a sufficient understanding of how organizations can utilize technologies, get hands-on skill development using real-world tools and deliverables, and explore management and organizational issues associated with technological change.

BUSI 595, Capability Design and Management of Strategic Change, 3 Units

Management capabilities and components, strategic diagnosis, and capability design are addressed. The course introduces state-of-the-art, real-time planning systems, including crisis management. Evaluation of organizational dynamics during discontinuous strategic changes is addressed. Strategic diagnosis and capability design are applied to a successful operation of a corporate firm.

BUSI 596, Special Topics in Business, 1-3 Units

This course presents timely and new topics in business. Different material is covered each time the course is offered. The course may be repeated for credit. Some topics require prerequisites, which vary according to the topic.

BUSI 597, Field Experience, 2 Units

This program of study exposes students to the inner workings of several different organizations, research and development, and manufacturing facilities. The commonalities and differences students observe stimulates their thinking with regard to what matters and what works. The course consists of an intensive fieldwork experience as well as assigned readings that focus on firsthand experiences of business leaders. Grading is Pass/Fail.

BUSI 598, Executive Seminar, 1 Unit

This seminar introduces contemporary issues within business, human resources, and/or organizational development, and their impact on organizational effectiveness. Seminars focus on skill development to improve working environments and interactions among employees, leaders, organizations, and communities. May be taken three times with different topics.

BUSI 599, Readings in Business, 1-3 Units

Students may enroll in an independent study for unit credit to investigate subjects and interests that lie beyond regular course offerings, explore topics in greater depth, and/or initiate individual projects. Such requests must be developed in consultation with a sponsoring faculty member and be approved by the graduate program chair and dean. Unit credit varies depending on the scope of the study plan.

ECON 200, Survey of Economics, 3 Units

This course covers the concepts and tools of economic analysis for microeconomics and macroeconomics. Students study the basics of interactions between firms and consumers: consumer demands, firm costs, price determination under various market structures, and the role of government in a market economy. Students also study the fundamentals of national income and economic growth, interest rates, unemployment, and government fiscal and monetary policies. *Meets the General Education Requirement: Social Science.*

ECON 250, Principles of Macroeconomics, 3 Units

This course provides an introduction to concepts and tools of economic analysis for macroeconomics. Students study national income and economic growth, interest rates, unemployment, and government fiscal and monetary policies. *Meets the General Education Requirement: Social Science.*

ECON 251, Principles of Microeconomics, 3 Units

This course provides an introduction to concepts and tools of economic analysis for microeconomics. Students study the interactions of firms and consumers: consumer demands, firm costs, price determination under various market structures, and the role of government in a market economy.

Prerequisite: C- or better in MATH 110 or MATH 151 or MATH 165, or 60 or higher on the ALEKS math placement assessment.

ECON 350, Intermediate Macroeconomics, 3 Units

This course covers more complex economic models applicable to the study of such topics as economic growth; the effects of monetary policy on business cycles, prices, and interest rates; government spending and debt; and the macroeconomy with trade.

Prerequisite: ECON 200

ECON 351, Intermediate Microeconomics, 3 Units

Material in this course expands on the concepts and tools of economic analysis. Students explore more in-depth models of interactions in society: consumer choice, firm decisions, perfect and imperfect competition. Issues of uncertainty and strategic interaction are addressed, as well as extensions to multiple markets.

Prerequisite: ECON 200

ECON 355, Environmental Economics, 3 Units

Students in this course apply economic perspectives and analytical tools to the study of environmental problems, focusing on the effects of business activities on the environment and the effects of environmental policy on business.

Prerequisite: ECON 200

ECON 356, Labor Economics, 3 Units

This course covers the allocation of labor in a society among its various possible uses. Students consider the role of markets in allocating this labor, issues of market power, and the role of government policy in accomplishing social objectives. Wage determination, job search, and labor productivity are also discussed.

Prerequisite: ECON 251

ECON 357, Economics of the Developing World, 3 Units

This course introduces students to the economic and social issues confronting the majority of people in the world. Students survey the current conditions of people in the developing world and build ways of understanding the complex issues these people face. Using these tools, students examine economic and financial infrastructure, political conditions, levels and trends in poverty and income distribution, job creation and economic growth, health and education, and environmental conditions, which all affect the state of "development" of a people.

Prerequisite: ECON 250 and ECON 251

ECON 359, Urban and Regional Economics, 3 Units

This course combines the disciplines of economics and geography. Economic interactions among individuals, firms, and governmental units are analyzed geographically by focusing on central cities, suburbs, and outlying regions. Within this urban and regional context, this course places particular emphasis on market forces, land use, transportation, crime, housing, and local government. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

Prerequisite: ECON 200

ECON 371, Comparative Economics, 3 Units

Students are offered an integrated treatment of policy, institutions, business, and international trade theory within the different types of economic systems. The values that societies hold are examined as reasons for why different systems are chosen in different countries. The course studies the economics of both market economies and socialist economies, examining their domestic and international policies toward economic interactions.

Prerequisite: ECON 250

ECON 452, Econometrics, 3 Units

This course introduces students to econometric analysis to better understand the economic environment. Cross-sectional regression analysis and time series methods are covered, and serial correlation and heteroskedasticity are addressed. Panel data methods are introduced, as well as such topics as instrumental variables and simultaneous equation estimation.

Prerequisite: ECON 350; ECON 351 (may be taken concurrently); BUSI 111

ECON 453, Microfinance and Microenterprise, 3 Units

Microfinance and microenterprise development are strategies for strengthening the economic opportunities of poorer households to enable families to build assets, provide income, and plan for a better future. This course examines these approaches in depth and evaluates the effectiveness of various projects at accomplishing their stated goals.

Prerequisite: ECON 250, ECON 251, and Junior Standing

ECON 454, Industrial Organization and Regulation, 3 Units

This course investigates the importance of market structure for firm and consumer outcomes beyond the standard perfect competition and monopoly models. Students will learn to incorporate real world attributes into their understanding of market activity through case studies and advanced market models. Topics to be addressed include cartels, entry and exit, oligopoly, price discrimination, and research and development.

Prerequisite: ECON 351; ECON 350 (may be taken concurrently)

ECON 458, Economics and Religion, 3 Units

This course provides students an opportunity to examine the relationship between religion and economic life in terms of individuals' actions and the elements of the economic system. In particular, students examine the relationship between economic behavior/institutions and Islam, Confucianism, and Christianity.

Prerequisite: ECON 350, ECON 351 (may be taken concurrently), Junior Standing.

ECON 495, Special Topics in Economics, 3 Units

This course presents timely and new topics in economics. Different material is covered each time the course is offered. The course may be repeated for credit. Some topics require prerequisites, which vary according to the topic.

ECON 497, Readings, 1-4 Units

This program of study concentrates on assigned readings, discussions, and writing arranged between and designed by a student of upper-division standing and a full-time faculty member.

ECON 502, Business Economics, 3 Units

This course provides a survey of the concepts and tools of economic analysis of both microeconomics and macroeconomics. Students study the basics of interactions between firms and consumers: consumer demands, firm costs, production decisions, resources utilization and price determination under various market structures, market entry and exit decisions, and the role of government in the markets of an economy. Students learn the basic mathematical models needed to begin analyzing business decisions. Students also develop basic tools to analyzing the fundamentals of national income and economic growth, interest rates, unemployment, and government fiscal and monetary policies. A number of current national and international issues will be analyzed using these tools.

ECON 521, Managerial Economics, 3 Units

Students learn to think strategically about the economic environment in which a firm operates. The first half of the course covers the foundations of microeconomics (supply and demand, market price and output, production, cost, and simple competitive market equilibrium). The second half deals with applying microeconomic theory to economic strategy, including more sophisticated pricing and competitive strategies. Case based.

ECON 575, Global Business Economics, 3 Units

This course covers the concepts of global economics, measurement of economic performance, macroeconomic indicators affecting the global business environment, sources of country-specific economic data and data evaluation, microeconomic analysis of decisions in multinational firms, and economic performance forecasting. It also explores the global economic environment of business, including socioeconomic goals and policies that impact multinational business performance and global business strategies, as well as international economic forces influencing business decisions and the firm. It further explores global business economic cases featuring methodology and research perspectives of economics and the contribution of the economics paradigm to business decisions and processes.

Prerequisite: ECON 521

ENTR 210, Small Business Ventures, 3 Units

Students in this course apply their leadership, problem-solving, and strategy skills to consider how winning entrepreneurs think, act, and perform, then establish goals to practice emulating those actions, attitudes, and strategies. New venture creation is about the process of getting a new venture started, growing the venture, successfully harvesting it, and starting again.

Prerequisite: BUSI 110

ENTR 312, Creativity and Innovation, 3 Units

Students in this course investigate innovation in the corporate setting and the personal creative process, with an emphasis on understanding the role innovation plays in corporate success. Via lectures and personal exercises that build information content and a repertoire of specific techniques, students learn and apply the practical toolkit for sharpening and implementing their innovative and creative skills.

ENTR 314, Entrepreneurial Management, 3 Units

Students apply their creative and innovative talents while sharpening their analytical abilities. Students will develop a new business idea and craft it into a comprehensive business plan that details the qualitative (e.g. business modeling and milestone planning) and quantitative (financial forecasts and valuation) process of bringing a new venture idea to fruition. The business plan that each team develops is an operating plan for a start-up company or a new venture within a larger corporation.

Prerequisite: ENTR 310

ENTR 315, Social Entrepreneurship, 3 Units

Social entrepreneurship is an emerging and rapidly changing field dedicated to the starting and growing of social mission-driven ventures - organizations that strive to advance social change through innovative solutions. This course exposes students to viable business models in social enterprise, focusing on the ideas, process, steps, and strategies required for creating new social ventures. Through lectures, case studies, and classroom dialogue, students will learn to think strategically and to act opportunistically with balanced social and financial perspective.

Prerequisite: BUSI 110

ENTR 420, Entrepreneurship and Innovation Practicum, 3 Units

This course gives students practical experience through guest speakers and company visits, and through work in an entrepreneurial or innovative organization, with students translating those experiences into academic learning. With close guidance from practicum faculty, students identify and work with a business or a public or nonprofit organization. Working individually or in small teams, students complete a defined project of approximately 100 hours that has practical value and academic rigor. Students provide regular status reports and receive faculty coaching during the practicum.

Prerequisite: Junior standing

ENTR 520, Entrepreneurial Decision Making, 3 Units

This course covers the tactical and strategic decisions that are essential for successfully starting and managing a new business. The course provides the framework for students to learn the application of practical business knowledge and tactics in transforming entrepreneurial vision into winning business strategies and thriving entrepreneurial ventures. Students learn the techniques for successful entrepreneurial decisions, including modeling successful business and strategic plans; effectively targeting, evaluating, and identifying alternate financing sources; competitive pricing, product differentiation, and market targeting as key drivers for sales growth and profitability; and effective competitive and risk assessment, analysis, and management.

ENTR 524, New Venture Creation, 3 Units

Students review the experiences entrepreneurs encounter in conceiving and launching a business. The course combines personal assessment and involvement exercises with an emphasis on group interactions, personal planning, and contemplating an entrepreneurial career. Team activities, personal planning exercises, new venture simulation, and case studies are utilized. Students analyze factors affecting purchase decisions in the marketplace, apply behavioral and social science concepts to the study of buyer behavior, and study methods that organizations use for personal selling, sales promotion, public relations, the art of negotiating, and other forms of promotion to communicate with customers and prospects.

ENTR 525, Entrepreneurial Venture Analysis, 3 Units

This course covers case studies and analysis of entrepreneurial ventures and the identification of the different ways management concepts and techniques are applied in developing innovative businesses, standardizing products, designing processes, and operating tools. The course explores the identification of the systems and analytical decision models applied in various entrepreneurial operating functions and the techniques for setting performance standards and designing the activities required to drastically upgrade the yield from resources in order to create new markets and new customers. It evaluates the complex dynamics of entrepreneurial challenges in modern theory and practice through the use of case studies of entrepreneurial ventures.

FIN 300, Business Finance for Managers, 3 Units

This course introduces concepts and tools of business finance for managers. Students study financial statements and their interpretation, business performance measures, the management of cash and the short-term financial needs of organizations, and how to make good capital budgeting decisions.

Prerequisite: ACCT 120

FIN 320, Principles of Corporate Finance, 3 Units

Students in this course explore the principles and practices of financial management. Sources and methods of raising capital, allocation of funds within the firm, cash flow and financial statement analysis, financial markets, and capital budgeting techniques are addressed. Additional concepts covered include present-value analysis, long-term financial planning, risk and return, and basic derivatives.

Prerequisite: ACCT 120

FIN 330, Financial Analysis, 3 Units

This course equips students with the necessary tools of financial statement analysis for business valuation and strategic considerations. Students explore the ideas of ratio analysis and time value of money in discounted cash flows in order to analyze the financial conditions of a business organization. Course material also covers credit analysis and corporate finance issues such as mergers and acquisitions and debt financing. Case studies are used extensively.

Prerequisite: FIN 300 (finance majors only)

FIN 331, Managerial Finance, 3 Units

This course extends the concepts and methodologies introduced in Principles of Finance to incorporate the practical uses as a manager in an organization. The course places emphasis on managerial decisions using spreadsheet applications. Topics include: financial statement analysis, project analysis, long-term financial planning, risk and return, and basic derivatives.

Prerequisite: FIN 320 or Instructor's consent

FIN 352, Financial Markets and Institutions, 3 Units

This course covers financial markets, instruments, and institutions, with students examining the roles of depository institutions, insurance companies, and others in the process of intermediation. The structure of financial markets, recent developments in financial instruments, interest rate determination, and the regulatory environment are discussed.

Prerequisite: ECON 200

FIN 372, International Trade and Finance, 3 Units

Students study the theory and practice of international trade and international finance, exploring questions of why countries trade, what they trade, and national and global trade policies. Course material also covers foreign exchange markets, exchange rate determination, foreign direct investment, and international capital markets.

Prerequisite: ECON 200

FIN 432, Investment Analysis, 3 Units

This course introduces students to the basic tools of investment analysis and integrates these with the actual operations of investments and portfolio construction. Emphasis is on providing analyses of asset selection with an experience of real market activities.

Prerequisite: FIN 300 (finance majors only) and FIN 352 (finance majors only; may be taken concurrently with instructor permission)

FIN 433, Applied Portfolio Management, 3 Units

Students in this course engage in practical application of financial investment principles and theory through a portfolio management opportunity in a business setting. Students learn to set portfolio objectives and measure performance against specific metrics in the business setting through a structured reporting process with the instructor.

Prerequisite: FIN 330 or instructor's consent, BUSI 111 or instructor's consent, and FIN 432 (FIN 432 prerequisite applies to finance majors only)

FIN 436, Financial Risk Management, 3 Units

The course introduces students to the theory and management tools of risk management and financial innovation, including the use of different combinations of financial assets and derivatives to immunize an organization's market risk. Topics include dynamic hedging using derivatives such as futures and options, and possibly the development of new products (or combinations) to protect a business or portfolio from exposure to financial risk.

Prerequisite: FIN 300, FIN 432 or instructor's consent, and FIN 433 (may be taken concurrently, required for finance majors only)

FIN 439, Seminar in Finance, 3 Units

Students in this course evaluate their learning from finance major courses in preparation for the Securities Industry Essentials exam to become finance professionals. Students explore various types of professional finance career tracks and prepare individual career-development plans. Topics include capital markets, financial instruments and their risks, trading activities, managing customer accounts, prohibited activities, rules and regulations, professional financial jobs, and personal career plans.

Prerequisite: FIN 330 (finance majors only) and FIN 432 (finance majors only)

FIN 502, Business Finance for Managers, 3 Units

This course provides an introduction to concepts and tools of business finance for managers. Students study financial statements and their interpretation, business performance measures, the management of cash and the short term financial needs of the organization, and how to make good capital budgeting decisions. Students will analyze company performance and make recommendations by applying class content to financial issues.

FIN 513, Corporate Finance, 3 Units

Students in this course examine how financial decisions can affect the value and health of firms. Topics include cash flow and ratio analysis, discounted cash flow analysis, stock and bond valuation, investment criteria and decisions, capital budgeting, capital structure decisions, risk-return analysis, and long-term and short-term financing decisions. In addition, students read and discuss articles related to God's financial principles.

FIN 526, Capital Formation, 3 Units

Students study the market processes by which resources are allocated, from the capital formation of economic activities of the economy's various sectors to the financial activities in the money and capital markets. Specifically, the course includes the use of flow of funds analysis as applied to capital markets and various financial chronicles as sources for explaining and predicting economic behavior; the theory and reality of the interest rate structure; the nature of various capital markets and their securities; knowledge of corporate debt and equity instruments; federal, state, and local government securities; and mortgages. This course leads to a basic knowledge and understanding of the sources and uses of funds and the role of financial intermediation in the growth and development of economies.

Prerequisite: FIN 513

FIN 536, Entrepreneurial Finance, 3 Units

This course examines the financial decisions of entrepreneurs and venture capital investors based on the stages of a venture development. Topics include financial options for entrepreneurs and investors, preparations for and analysis of a new business' financial statements, and the valuation of the venture.

FIN 546, Investments, 3 Units

This course provides students with the study of financial instruments. Along with the knowledge of investment principles, students focus on the decision process for evaluating various investment opportunities. In addition, students discuss their stewardship responsibilities to God as individual Christian investors and Christian financial managers in a corporation.

Prerequisite: FIN 513

FIN 567, Advanced Financial Analysis, 3 Units

Students explore the practical applications of financial management based on case studies. Major topics include financial statement analysis, financial forecasting, cost of capital estimation, capital budgeting decisions, capital structure decisions, equity financing, and mergers and acquisitions.

Prerequisite: FIN 513 (MBA/Accounting students only), FIN 502 (MSHA students only)

HROD 250, HR Life Cycle: Hiring to Retiring, 3 Units

In this course, students gain an in-depth and practical perspective of employee staffing, compensation, and benefits spanning from prior to an employee's hire until after they leave the organization. Special attention is given to the six stages of the employee life cycle: attraction, recruitment, onboarding, development, retention, and separation.

HROD 351, Talent Enhancement: Training, Development, and Engagement, 3 Units

This course gives students hands-on experience with the employee training life cycle as they learn about employee development and engagement. Students develop an employee training program that helps employees learn specific knowledge or skills to improve performance, and also examine the components of employee development-a more expansive strategy that focuses on employee growth and future performance rather than an immediate job role.

Prerequisite: HROD 250

HROD 352, Employee Relations, 3 Units

In this class, students study the legal and social dynamics of HR as a valued partner in employee care. Students examine the handling of grievances, discipline, and labor relations in union and nonunion shops. Concepts related to an organization's strategic effort to maintain a positive relationship with its employees, including the complex interrelations between employers and employees, labor/trade unions, employer organizations, and the state, are reviewed.

Prerequisite: HROD 250

HROD 353, Compensation and Total Rewards, 3 Units

This course offers an in-depth look at a strategically important area of human resources for organizations: establishing employee compensation plans that attract the right talent and retain top performers. Students in this course study multiple factors that organizations consider when designing compensation plans for the workforce. They also examine the differences between financial and nonfinancial means of compensation, how to establish wage levels, how to evaluate jobs to ensure that employees are being compensated appropriately, key economic considerations in establishing compensation plans, and how to design performance incentive programs. Course material includes an overview of relevant laws that govern compensation systems and employee benefit programs, and addresses how to evaluate the strategic effectiveness of compensation plans. This course prepares students for the Total Rewards portion (Unit 4) of the HR Certification Institute's PHR/SPHR professional certification exams.

Prerequisite: HROD 250

HROD 354, Talent Planning and Acquisition, 3 Units

This course offers an in-depth look at an area of human resources that is foundational to the profession: attracting and selecting highly qualified candidates to fill jobs. In this course, students study equal employment opportunity and employment discrimination, workforce planning, job analysis/description/specification, recruitment, and selection tools. They also examine how to conduct workforce planning and recruitment processes, how to design selection processes that are valid and reliable, and how to legally conduct preemployment testing and background investigations. This course prepares students for the Talent Planning and Acquisition portion (Unit 2) of the HR Certification Institute's PHR/SPHR professional certification exams.

Prerequisite: HROD 250

HROD 500, Foundations of Human Resource Development, 3 Units

The course provides an introduction to and overview of the field of human resource development with emphasis upon its historical and philosophical foundations. Theories and concepts relevant to the field are analyzed. Special emphasis is placed on the roles and functions of OD professionals within organizations and understanding the basic competencies of professional practice.

HROD 501, Organizational Design and the Psychology of Work Behavior, 3 Units

This course examines the fundamental theories and viewpoints on the nature of work, its role in adult life, and the function of employment organizations. Included is discussion of forces impacting individual, group, and system performance and productivity within complex sociotechnical systems. Particular emphasis is placed on examining the role of work in the growth and functioning of humans and in identifying the characteristics of organizations in which both the human needs of the people who compose the organization and the organization as a productive, adaptive entity are satisfied.

HROD 512, Employee Development, 3 Units

This course introduces theories of human growth and development as a foundation for understanding the developmental challenges facing individuals during their lifespans. Specific implications and applications are made related to how human growth and development is effected by and affects organizational life.

HROD 520, Career Development Systems, 3 Units

Students study the emerging field of career planning and development related to initial and ongoing professional development. Current literature, relevant theories, and major approaches to career planning and development are examined in accordance with career planning and development approaches in organizations. Students use various self-assessment tools and diagnostic instruments to evaluate data on their own work histories, interests, skills, and values.

HROD 530, Labor Law and Negotiations for Human Resource Professionals, 3 Units

This course provides a brief introduction to the pervasiveness and importance of labor law and negotiations. All human resources professionals must understand labor law and the rights given to employees pursuant to those laws, regardless of whether the employees are members of a union. Professionals must also be thoroughly versed in collective bargaining and the labor relations process in order to be prepared to work for companies whose employees are either represented by a union or are seeking to join a union. Course material equips students for these tasks, as well as for involvement in negotiating agreements and resolving conflicts, such as collective bargaining agreements, agreements with benefit plan providers, individual employee claims, and the terms of employment for new employees.

HROD 531, Designing and Managing Compensation and Benefit Systems, 3 Units

This course provides a solid understanding of the art of compensation practice and its role in promoting companies' competitive advantages. Compensation systems in organizations must be linked to organizational objectives and strategies. Scholars and managers agree that the way compensation is allocated among employees sends a message about what management believes is important and the types of activities it encourages. With the responsibility of administering compensation expenditures wisely, HR professionals must balance the interests and costs of employers with the needs and expectations of employees.

HROD 532, Human Resource Law, 3 Units

Human resources professionals are routinely called upon to navigate a number of legal issues. This course introduces the major laws governing human resource management in the work place beginning with the core skills it takes to safely interview job candidates, counsel employees, and mediate disputes. Students gain a thorough understanding of EEOC and ADA regulations and learn how to comply with the Family and Medical Leave Act. Emphasis is on the laws about unlawful discrimination, recruiting, hiring, promotions, harassment, and reasonable accommodation.

HROD 550, Instructional Design and Training Methods, 3 Units

This course focuses on methods to assess an organization's training and development needs, and designing and implementing training programs to address those needs. Analysis and application of adult-learning theories in relation to program design are explored. Methods of instructional design and course development are emphasized.

HROD 575, Leveraging Diverse Community Partnerships, 3 Units

Students gain an in-depth understanding of the recruitment and retention of diverse workforces. This course gives students practical methods for recruiting employees from diverse backgrounds through the development of culturally sensitive marketing and recruiting materials. It also addresses issues regarding the management, retention, and advancement of employees from diverse backgrounds.

HROD 576, Managing in a Multicultural Context, 3 Units

This course focuses on developing an understanding of diversity and cultural difference. Students examine effective and ineffective management techniques and learn helpful approaches to conflict resolution in multicultural work environments.

HROD 577, Cultural Explorations in Global Business, 3 Units

Future business leaders engage their own and others' cultures in the context of a global marketplace while understanding how those cultures may impact the bottom line. Students also investigate the complexities of company demands to increase compliance with international business standards.

HROD 578, Recruiting and Retaining a Diverse Workforce, 3 Units

In leveraging diverse community partnerships, students learn practical methods for developing culturally sensitive marketing campaigns for the purpose of recruiting diverse employees into multiple areas of industry. Also, issues regarding management and retention of employees from diverse backgrounds are examined, including glass ceiling issues.

HROD 599, Readings in Human and Organizational Development, 1-3 Units

Students may enroll in an independent study for unit credit. In this course, students investigate subjects and interests that lie beyond regular course offerings, explore topics in greater depth, and/or initiate individual projects. It provides an opportunity to identify and develop an area of study of particular concern to the individual learner. Readings are pursued in accordance with a study plan developed in consultation with a sponsoring faculty member and approved by the graduate programs chair and dean. Course requirements typically involve a literature review and submission of a paper. Unit credit varies depending on the scope of the study plan.

IBUS 374, Topics in International Management and Strategy, 3 Units

Students in this course analyze operational management issues encountered in international and culturally diverse enterprises. Course material may focus on human resource management, production management, cross-cultural issues, or strategic planning and implications for the firm.

Prerequisite: BUSI 370

IBUS 377, Global Field Study, 3 Units

This course provides the framework for international business majors to register for and complete global field studies in various countries around the world. Students conduct visits to business firms locally and globally to discuss how they apply and practice the business management principles, concepts, and theories covered in the undergraduate business curriculum.

IBUS 479, Import/Export Practicum, 3 Units

In this project-based class, students gain practical knowledge of the business of imports and exports. Students are expected to start a one-semester small business importing a product from abroad and selling it domestically. Key assignments may include a market analysis, sourcing analysis, business plan, importing a sample, and selling the sample. Students have freedom of scope and scale when deciding which product(s) should comprise the project.

Prerequisite: BUSI 370 or instructor consent

LDRS 103, Life Design and Self-Leadership, 3 Units

This course helps students discover their individual calling within the framework of their view of life and work. Students gain a greater understanding of their strengths, values, interests, skills, and personality as they build prototypes of potential careers utilizing a life design process and prepare for life after college with intention and purpose.

LDRS 201, Foundations of Leadership, 3 Units

This course blazes the trail for understanding the concepts of good leadership and followership, identifying oneself as a leader, discovering one's sense of calling, establishing a commitment and plan for whole-person leadership development, seeing leadership through an interdisciplinary lens, and grounding one's "leadership story" in an awareness of current history and the reality of the Kingdom of God. Through creative experiences, meaningful texts, and powerful assignments, students are prepared for further leadership education.

LDRS 303, Career and Life Planning, 3 Units

For students entering the professional world, this course aids in understanding career development options, finance management, and coping with stress. Students gain a greater understanding of their strengths, values, interests, skills, and personality as they seek employment and/or apply to graduate school. Relevant guest presenters spend class time sharing important information that benefits students in planning for careers and life.

LDRS 311, Leadership Values and Virtues, 3 Units

This course views leaders as authentic servants committed to transformation. Students study the leader's motivations, the dreams of followers, conflict resolution, as well as personal, intellectual, and civic virtue. Perspectives for steering clear of bad leadership and toward collaboration with those who share the leader's commitment to the common good are considered. The course focuses on the development of leaders who are responsible, good, humble, and who understand the diverse values of others.

Prerequisite: LDRS 201 (may also be taken concurrently) or junior standing or department consent.

LDRS 322, Leadership Strengths and Skills, 3 Units

This course focuses on a strengths-based approach to leadership and leadership development, as well as the skills necessary for good leadership. Opportunities to understand and practice essential skills such as continual learning, powerful communication, problem solving, managing process, goal achievement, conflict resolution, win-win negotiating, and empowering stewardship are woven throughout the course. Training additional leaders is also a key topic. Effective leadership practice through emphasis on strengths development is the goal of this course.

Prerequisite: LDRS 201 (may also be taken concurrently) or junior standing or department consent.

LDRS 333, Leadership Influence and Impact, 3 Units

This course looks at the leader as agent of change on three levels: personal change, influence on individuals and small groups, and impact on cities, organizations, and cultures. Through historical reflection and developing a systemic vision, students are equipped to make a difference in many social settings. By learning to work as mentors, facilitators, and ambassadors, emerging leaders can leave a dynamic legacy.

Prerequisite: LDRS 201 (may also be taken concurrently) or junior standing or department consent.

LDRS 335, Leadership Communication, 3 Units

This course teaches students the theoretical, empirical, and practical aspects of leadership communication by taking a distinct communication approach to leadership studies. Topics covered include leadership and followership communication styles and practices; various leadership theories and perspectives; power and influence; team/group leadership; organizational, crisis, and public leadership; diversity; ethics in leadership; and leadership development.

LDRS 401, Leadership Studies Capstone, 3 Units

This course deepens students' capacity for leadership based on wisdom, knowledge, and understanding. In addition to concluding the leadership minor by linking leadership practice to leadership theory, students dialogue about leadership issues such as gender, community, temptation, finding one's voice, mission, and the whole-person model. A thoughtful and thorough final project and a high-quality portfolio presentation are crafted to integrate students' learning about leadership and to provide a postgraduation plan for lifelong leadership development.

Prerequisite: LDRS 201, LDRS 311, LDRS 322, LDRS 333

LDRS 495, Special Topics in Leadership, 1-3 Units

This course addresses topics of current interest in leadership studies that are not covered by the core and elective courses. Topics vary from semester to semester. This course may be taken more than once as topics change.

LDRS 497, Readings, 1-3 Units

This is a program of study concentrating on assigned readings, discussions, and writing arranged between, and designed by, a student of upper-division standing and a professor approved by the Program Chair. The course allows the student to identify a specific leadership theme and investigate it further.

LDRS 501, Foundations of Leadership Theory, 3 Units

This course provides a conceptual and practical survey of predominant leadership theories providing students with opportunities for critical reflection and application. A focus is given to transformational theories of leadership and application is made to the M.A. in Leadership core competencies.

LDRS 502, Cornerstones of Christian Leadership, 3 Units

This course utilizes APU's Four Cornerstones to discuss leadership from the Christian tradition. Students look at the example of Jesus, the ultimate servant leader, and how His followers through history have both succeeded and failed in following His example. Through probing into how Christian scholars have written about and understood leadership, as well as seeking to show that the goal of Christian leadership is to serve God and the common good of humanity, students gain a faith-based benchmark for further studies in leadership.

LDRS 503, Organizational Behavior, 3 Units

This course investigates the effective functioning of individuals and groups within organizational settings. Emphasis is placed on how leaders perceive organizations from strategic design, organizational culture, and political environment perspectives. This course applies theoretical concepts to major organizational challenges such as organizational effectiveness, motivation, conflict, job stress and satisfaction, and decision making. The focus of the course includes organizational communication, as well as the attitudinal and behavioral implications for leaders.

LDRS 510, Creative and Collaborative Leadership, 3 Units

This course enables students to integrate the concepts of personality, leadership, and creativity; investigate collaborative leadership; identify and apply creativity and preferred leadership styles; and explore the effects leadership styles can have on given organizational communities.

LDRS 511, Exploration of Leadership Thought, 3 Units

This foundational course provides an overview of the evolution of leadership thought, including a review of the fundamental theories and principles that led to the study of leadership as a discipline, as well as an examination of the story of leadership from a biblical perspective. Students are introduced to a holistic framework for leadership development informed by an understanding of the importance of ethics, values, and spirituality from a Christian worldview.

LDRS 512, EQ I: Self-Leadership, 3 Units

This course focuses on the self-competence elements of emotional intelligence - leader self-awareness and leader self-management - from psychological, spiritual, emotional, and developmental perspectives. Students enhance their self-leadership through the improvement of self-competence and self-development.

LDRS 516, Leadership Development and Practice, 3 Units

This course emphasizes the process of leadership development from a transformational perspective. Students consider both their personal growth and the dynamic mechanisms necessary for facilitating the development of others. Emphasis is on the issues and challenges of creating a lifelong learning mindset individually and organizationally, mentoring strategies, team building, developing effective followers, and designing career development systems. This course provides the opportunity for application through a practicum assignment.

LDRS 520, Understanding Vocation in a Changing World, 3 Units

This course focuses on understanding one's true overarching vocation in life as it connects to the purposes of God in this world to steward the earth and its peoples. One's vocation then influences what one does with his or her life. The concepts of career are continually changing, but work/life planning continues to be important personally and professionally. Students have the opportunity to use various self-assessment tools and diagnostic instruments to evaluate their own working history, interests, skills, values, and career anchors. Students also learn to design career programs for organizational settings.

LDRS 523, EQ 2: Relational Leadership, 3 Units

This course focuses on the social competence elements of emotional intelligence - leader/follower social awareness and leader/follower relationship management - from psychological, spiritual, emotional, and developmental perspectives. Students enhance their relational leadership acumen through the study of motivation, and social skills for leader/follower relational development.

Prerequisite: LDRS 512

LDRS 524, Principles and Practices of Design Thinking, 3 Units

Students in this course explore the fundamental principles and practices of design thinking, in relation to the workplace and in the context of the person as leader. Concepts such as creativity, empathy, failure, risk, and creative confidence are explored. This course also provides the opportunity to practice design thinking on personal and organizational levels.

LDRS 532, Leadership Practicum, 3 Units

This course creates a dialogue between previously explored concepts/theories of leadership and the practical experiences of exemplar practitioners. Students are involved in community service and exposed to community leaders for interaction, observation, and analysis. These encounters enable students to assess and activate their leadership journey based on spiritual, mental, educational, and emotional aspects of leadership development.

Prerequisite: LDRS 501, LDRS 502, and LDRS 503

LDRS 533, Systems and Strategic Planning for Leaders, 3 Units

This course focuses on systems thinking from a leadership perspective. By working with stories, scenarios, and strategy, students learn to address complex problems, anticipate consequences, and leverage potential. Attention will be given to the use of narrative for influencing constituent participation. Finally, organizational design is considered as a key concern for leaders in organizations.

Prerequisite: LDRS 501, LDRS 502, and LDRS 503

LDRS 534, Leader as an Agent of Change, 3 Units

This course looks at the leader as an agent of change through three lenses: self examination, change theory, and organizational culture. Each is assessed in light of implications for those involved in the change initiative. Special attention will be given to the transformational change that takes place for leaders and followers when the call for change occurs. Application is made to organizations, informal networks, temporary situations, and other social contexts.

LDRS 535, Leading Dynamic Change, 3 Units

This course focuses on the practice of leading organizational change, as well as the importance of personal change within the life of the leader. Students engage in activities and projects to enhance understanding of the role of the leader as a change agent within the organization.

LDRS 536, Disruptors and Conflict, 3 Units

This course prepares students to manage their responses to conflict in order to leverage disruptive issues in leadership with creative confidence. Through the study of personal and organizational conflict management skills, students become equipped to solve complex issues that are disruptive to personal, team, and organizational functioning.

LDRS 542, Leading Across Cultures, 3 Units

In a pluralistic society, leaders are often tasked with the responsibility of bridging both domestic and international contexts in a convergence of global learning. This seminar will examine the historical, organizational, and interpersonal significance of leading across cultures, with particular emphasis on discerning the underlying values of community behaviors as well as the attitudes, beliefs, values, skills, knowledge, and self-awareness necessary for leaders to effectively serve in diverse contexts. A variety of theoretical, research and applied issues are addressed; in particular, the course aims to explore social location theory as a means of equipping graduates to advance equity and positive change through increased capacity for diversity engagement.

LDRS 547, Navigating Social Climates, 3 Units

This course equips students as leaders in today's globalized organizations and societies who analyze, through multiple lenses, issues of inequity and injustice that exist locally, nationally, and globally. The course utilizes conceptual and experiential learning in which students encounter and reflect on realities of inequity and injustice in the social and natural worlds, in interpersonal, intergroup, and organizational relationships. Students are also expected to begin to develop habits and skills to promote shalom-oriented organizations and communities.

LDRS 548, Strategic Foresight, Thinking, and Planning, 3 Units

This course focuses on engaging the full strategy cycle, which includes strategic foresight, thinking, and planning. Through an applied project, students engage in scanning for trends and developing stories and scenarios; develop strategic thinking skills; and engage in a strategic planning process.

LDRS 559, Curiosity to Inquiry, 3 Units

This pass/fail course underscores curiosity as an innate human capacity and cultivates students' ability to use it toward human-centered inquiry and socially transformative innovations. Students engage in the ideation and inspiration phases of Design Thinking in solving a complex leadership challenge for an organization or a community. Through the process, students are expected to become familiar with traditional as well as innovative data collection techniques and become informed consumers of published research. Successful completion of this course results in a prototype for the leadership experiment, which the student implements in LDRS 560 Leadership Experiment.

Prerequisite: LDRS 511, LDRS 512, LDRS 523, LDRS 524, LDRS 535, LDRS 536, LDRS 547, and LDRS 548.

LDRS 560, Leadership Experiment, 3 Units

As a completion of the M.A. in Leadership program's 4D model of Discover, Design, Develop, and Deliver, this final course helps students continue their leadership experiment started in LDRS 559 and culminates with a TEDx-style presentation. This is a pass/fail course.

Prerequisite: LDRS 559, and enrollment in the M.A. in Leadership program.

LDRS 561, Group and Conflict Issues in Leadership, 3 Units

This course helps the student understand small-group behavior. It uses experience-based methods, case studies, reading material, and simulation. The course examines role behavior, group dynamics, conflict control, leadership, and group development. It also addresses motivation and problem solving as essential elements of organizational behavior.

LDRS 563, Ethical Decision Making, 3 Units

This course investigates the intersection of ethics and effective decision making. Students will explore ethical implications of the decision making process, with particular emphasis on the ways that ethical decision making applies to individuals, groups, and organizational systems. This course applies theoretical concepts to significant organizational problems requiring effective decision making processes. Attention will be given to systematic rational approaches as well as the role of intuition and group dynamics in the decision making process. The course will utilize lecture, case study analysis, group exercises, review of current literature, classroom discussions, and simulations to create an effective learning environment.

LDRS 571, Leadership for a Learning Environment, 3 Units

This course looks at the leader's role in designing and implementing effective learning strategies and effective methods for educating adults. Emphasis is given to the creation of programs that focus on learning styles, discussion-oriented teaching, inspiring presentation skills, and results-oriented outcomes. During the course, students are given opportunities to demonstrate competency in the principles and practices of materials development, teaching, training, and skill development.

LDRS 592, Research Methods and Design, 3 Units

This course provides an introduction to basic concepts, principles, and methods of evaluation and research in the leadership setting, focusing on research traditions, procedures, theories, and methods. Emphasis is placed on identifying methods appropriate for particular research questions and conducting disciplined inquiry regardless of method selected. Particular emphasis will be placed on identifying a research question and conducting a comprehensive review of relevant literature.

LDRS 593, Applied Research, 3 Units

This course provides an introduction to basic concepts, principles, and methods of evaluation and applied research in leadership settings, focusing on action research methodology. A faculty-student collaborative process, participatory action research allows students to engage in inquiry and action for change in response to organizational or community problems. During the course, students will identify a research question in their personal leadership contexts, review the current research literature, develop a plan to collect initial data, and present their project and findings to the class. At each stage of inquiry, the professor and peer research groups will provide feedback.

Prerequisite: LDRS 592 (May be taken concurrently)

LDRS 595, Capstone Project in Leadership, 3 Units

The capstone course is an opportunity for students to demonstrate that they have achieved the goals for learning established through the M.A. in Leadership program competencies. The course assesses cognitive, affective, and applied learning in a student-centered and student-directed manner which requires the command, analysis, and synthesis of knowledge and skills. The capstone course integrates scholarship and praxis through the development of a literature review and 360-degree assessment and requires application of that learning to professional and personal contexts as evidenced through artifacts demonstrating competence. In culmination of their graduate studies, students will formulate a personal philosophy of leadership and develop a personalized growth plan that synthesizes their academic learning and outlines future professional and intellectual goals.

Prerequisite: Students enrolled in the M.A. in Leadership program

LDRS 597, Current Issues in Leadership, 3 Units

Current topics are chosen for discussion, research, and decision making relevant to the Organizational Leadership emphasis.

LDRS 598, Special Topics, 3 Units

In this course, a topic of current interest or need is examined in depth. Students analyze and evaluate topics/ issues to reach and express a position, provide training for a particular population, or enhance personal development. If students elect this course more than once during their program, each course must address a different topic.

LDRS 599, Readings in Leadership Studies, 1-3 Units

The independent study vehicle allows students and their sponsoring faculty members to pursue approved investigations beyond regular course offerings.

MGMT 120, Business Communications, 3 Units

Students in this course explore communication technologies and strategies used in the modern marketplace to create and deliver audience-focused informative and persuasive messages based on credible research, impactful visuals, and professional vocal and physical techniques. Students are given scenario-based challenges often encountered in organizational settings and business situations, to help them with determining the extent of information needed in communications with key stakeholders, researching and utilizing credible support materials ethically, organizing information logically, and delivering messages through professional presentations using appropriate visual aids, graphics, posture, gesture, eye contact, and vocal expressiveness.

MGMT 210, Principles of Management, 3 Units

This course covers elements of planning, organizing, leading, and control, with emphasis given to organizing and actuating responsibility and authority, delegation, decentralization, the role of staff, line-staff relationship committees, boards of directors, and organization charting. This course will also explore formal and informal organization, communication, and reaction to change. Students will create and manage a business in an environment similar to today's economy. *Meets the General Education Requirement: Integrative and Applied Learning.*

MGMT 211, Organizational Leadership, 3 Units

This course covers contemporary theories, principles, and practices of leadership within the context of managing businesses and organizations, introducing leadership topics such as change management, leadership development, and organizational communication. Students also explore the emerging concept of followership and the role it plays in organizational failures and successes. Significant attention is given to students' personal assessment and evaluation of their personality, strengths, leadership styles, and work, in order to establish a leadership and management identity.

Meets the General Education Requirement: Social Science.

MGMT 212, Managing Diverse Teams and Groups, 3 Units

This course covers essential theories and concepts for analyzing, understanding, and managing various groups and teams in the workplace. Students examine the components that comprise teams, develop skills in diagnosing opportunities and threats that teams face, and build teamwork expertise. Significant time is spent exploring interpersonal processes, conflict resolution, and the many characteristics that influence the effectiveness of a team. This course also gives students an understanding of team diversity, the differences between individual members that can exist in various areas such as age, nationality, religious background, functional background or task skills, sexual orientation, political preferences, and communication and decision-making styles, among others. *Meets the General Education Requirement: Social Science.*

MGMT 214, Project Management, 3 Units

This course introduces the basic principles of modern project management (PM), including project initiating, planning, execution, monitoring, and closing, with a focus on the development of PM knowledge areas as defined by the Project Management Body of Knowledge. Students learn how to use Microsoft Project Professional and related software tools for managing and controlling the project life cycle. Course material helps students prepare for the Project Management Professional certification exam. *Meets the General Education Requirement: Integrative and Applied Learning.*

MGMT 335, Real Estate Management, 3 Units

This course offers an introduction to real estate principles and practices, essential real estate law, practices incidental to ownership, real estate brokerage, and property evaluation.

MGMT 350, Business Management Internship, 3 Units

This course gives students the opportunity to apply their knowledge of principle and theory, and practice their skills and abilities, in an actual business setting through an internship. Course format is similar to that of an independent study, combining in-class meetings, online lesson plans, and real-life work experience. *Meets the General Education Requirement: Integrative and Applied Learning.*

Prerequisite: Completion of 60 units, and instructor consent.

MGMT 410, Production Management, 3 Units

This course focuses on decision making and allocation control regarding personnel, materials, and machine utilization in a manufacturing environment. Course material addresses handling and control of materials, inventory, purchasing, and quality control, and students also learn about setting standards and developing skills in estimating, forecasting, and scheduling.

Prerequisite: MGMT 210

MGMT 440, Business Process Management, 3 Units

Business processes are the core of organizations, providing service to customers, impacting operations and cost structures, and defining enterprise software requirements. In this course, students explore what business processes are-how they are defined, documented, and managed. The course introduces the role of business architect as the initial developer of an enterprise software solution, and features real-world software tools, since software develops (and demands) a deeper understanding of the complexity and nuances associated with business process management. The course is suitable for all business students, since technology has become such a critical component of business.

Prerequisite: BUSI 240

MGMT 445, Human Resource Management, 3 Units

Students in this course study the human factors in modern business, particularly how they affect and are influenced by labor-management interactions and personnel relations, techniques, and procedures.

Prerequisite: MGMT 210

MGMT 446, Introduction to Organizational Theory and Design, 3 Units

This course introduces students to major perspectives in organizational theory and design and its impact on organizations and management. Course material gives students the fundamental knowledge base for understanding and exploring how organizations function, develop, and modify themselves to reflect the forces and needs of external and internal environments. Students examine organizational theory, which is the sociological study of formal and informal organizational structures such as businesses and bureaucracies and their interrelationship with the environment in which they operate. This course complements the studies of organizational behavior and human resources.

Prerequisite: MGMT 210

MGMT 448, Organizational and Administrative Behavior, 3 Units

Organizational behavior is an interdisciplinary field drawing from psychology, sociology, economics, organization theory, statistics, and other areas. In this course, students gain an understanding of the field and the various research strategies involved as they examine human behavior in organizations, as well as individual, group, and organization-level processes that impact workplace behavior and organizational life. Students are exposed to organizational behavioral science theories and their applications in different management settings and types of organizations, and have an opportunity to engage in experiential and skill-building activities, applying conceptual frameworks in community settings and developing strategies for increasing stakeholder and civic participation. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

Prerequisite: MGMT 210

MGMT 450, Strategic Management, 3 Units

This course focuses on fundamental decisions in the life of a business: What is the business, and what should it be? What are the objectives? How are priorities set? How are strategic, long-range decisions to be handled? To grow or not to grow--and what is the right size for the business? *Meets the General Education Requirement: Integrative and Applied Learning.*

Prerequisite: MGMT 210; FIN 300 or FIN 320; MKTG 260; junior standing.

MGMT 467, Introduction to Organizational Development and Change, 3 Units

This course comprises a broad survey of major topics in organizational development and change, including but not limited to organizational processes, organizational growth, and organizational climates and cultures. Course material covers historical and contemporary theories and methods of introducing change in organizations, leading change, and the ethical issues involved in organizational change. Students examine the complex issues involved in organizational development and change management, along with the strategies and techniques required to effectively lead change in an organization. Students also explore the role of leadership in change and how leaders effect change, and examine a number of organizational issues including the need for change, why organizations change or fail to change, the legal and regulatory issues associated with change, and how change helps organizations become more competitive and profitable.

Prerequisite: MGMT 210

MGMT 501, Managerial Communication, 3 Units

Management, by definition, is achieving results with and through other people. Therefore, all of the technical and analytical skills in the world are useless unless you can communicate- that is, explain, persuade, and collaborate with others either by writing, interacting one-on-one, or presenting to a group. This course is aimed at equipping students with the necessary techniques and skills of research and communication used to inform others, inspire them and enlist their activity and willing cooperation.

MGMT 502, Developing Management Skills, 3 Units

This course provides an introduction to management skills necessary for the twenty-first century characterized by chaotic, transformational, and rapid-fire change. Scientific evidence demonstrates how management skills are associated with personal and organizational successes. Although management skills are applicable in most areas of your life, this course will focus on work setting management skills to help students improve their own competency in a managerial role.

MGMT 503, Business Strategy: Theory and Practice, 3 Units

This course provides a review of management as an area of theoretical development as well as a field of practice. It comprises classical management theories and modern approaches to organization and business. Main blocks of the course are functions of management, managerial processes and interaction between organizations and their environment. This course includes elements of organizational behavior. Business cases are used as application of theoretical concepts.

MGMT 510, Current Issues in Business and Management, 3 Units

This course examines organizational and behavioral problems facing managers. Students develop an awareness of modern concepts, strategies, and techniques that can enhance organizational effectiveness. Among these subjects are organizational design, personal leadership and delegation, communication, conflict management, and interpersonal perception group dynamics.

MGMT 515, Applied Research and Analysis, 3 Units

Students study research methodology as it relates to needs for research-derived information, with emphasis on the research process in the development of primary and secondary research information, conducting research related to given products or services, and the analysis and evaluation of actual business organizations.

MGMT 516, High-Performance People Management, 3 Units

This course provides students with the social science tools needed to solve organizational problems and influence the actions of individuals, groups, and organizations. It prepares managers to understand how to best organize and motivate the human capital of the firm, manage social networks and alliances, and execute strategic change.

MGMT 517, Managing Human Capital, 3 Units

Students study the establishment of human resource objectives and requirements in an organization. Emphasis is on executive decision making in dealing with formal employee-employer relationships. Collective bargaining, organization of employees, negotiation, and administration of collective bargaining agreements are covered.

Prerequisite: HROD 500 or GNRS 560

MGMT 521, Organizational Development and Change, 3 Units

Students investigate the emerging field of organizational development (OD) - major theories, basic concepts, and primary intervention strategies. Emphasis is on diagnosing the relationship between an organization's mission and culture, and facilitating planned system-wide changes to improve organizational effectiveness.

MGMT 529, Ethical Decision Making, 3 Units

This course raises students' moral recognition level, provides them with the apparatus to make moral decisions in a business context, and considers ethical problems in business according to Christian principles. Emphasis is placed on the role of the leader in organizations.

MGMT 540, Diversity for Strategic Advantage, 3 Units

This course introduces the major goals, principles, and concepts of multiculturalism with particular emphasis on its impact on organizational effectiveness. It explores the cultural, linguistic, and socioeconomic factors influencing the workplace. This course offers concepts to improve learning and working environments and interaction among employees, businesses, and communities.

MGMT 541, Global Business Management, 3 Units

This course focuses on the environmental and functional differences between U.S. and international business, including exporting, balance payments, strategic planning, organization of multinational firms, international financial planning and cash management, foreign exchange planning, comparative management philosophies, international marketing strategies, incorporation for international operations and external relations of the multinational corporation.

MGMT 551, Leadership in Organizations, 3 Units

This course introduces current literature and theories of leadership. Leadership within organizational settings is examined. Leadership dilemmas and issues are analyzed (e.g., ethics, decision making, power and authority, conflict management). Emphasis is placed on identifying and enhancing leadership in organizational settings.

MGMT 561, Managing Teams and Conflict, 3 Units

This course helps the student understand small-group behavior. It uses experience-based methods, cases, reading material, and simulation, and examines role behavior, group dynamics, conflict control, leadership, and group development. It also addresses motivation and problem solving as essential elements of organizational behavior.

MGMT 570, Organizational Performance Improvement, 3 Units

This course provides an introduction to fundamental concepts and methods of quality and productivity improvement and examination of the OD professional's role in designing and implementing programs to improve quality of products and services. Particular emphasis is placed on understanding the forces that make quality and productivity critical organizational issues.

MGMT 577, Global Field Study, 0 Units

This course provides the framework for graduate students to register for and complete a global field study in various countries around the world. During the course, students conduct corporate visits to business firms locally and around the globe to discuss how they apply and practice the business management principles, concepts and theories covered in the graduate curriculum.

MGMT 578, Strategic Management, 3 Units

Taken in a student's last semester, this course explores how to convert executive vision into definitive plans that can be operationally implemented, and provides opportunity for practice and experimentation in strategy formulation and change management. Students use strategy support systems to transition from a change-resistant operational approach to a future-oriented approach characteristic of strategic thinking. Case- and project-based.

MGMT 581, Ethical Leadership, 3 Units

This course provides a foundation for two integrative themes: leadership and ethics. Leadership is examined from theoretical and practical perspectives, with an emphasis on servant leadership. An ethical framework for management decision-making is also established and used. Students learn to apply their spiritual gifts, strengths, personality traits, and leadership styles to their leadership contexts.

MGMT 582, Strategic Management in Not-for-Profit, 3 Units

This course offers a study of the strategic management issues which are unique to government and other not-for-profit organizations. Included are: defining characteristics of different types of not-for-profit organizations; convergence of environmental demands on not-for-profit organizations and business firms; power in not-for-profit organizations; multiple stakeholder and stakeholder power; formulation of legitimacy strategy; and success measurement in not-for-profit organizations.

Prerequisite: BUSI 450 or equivalent

MGMT 583, Global Strategic Management, 3 Units

The course explores the main issues that companies and their managers confront when they 'go global' or 'manage globally'. Students gain both theoretical and practical insight into the management of a global organization to appreciate the opportunities, problems (both worldwide and local), and alternative strategies for globalization or localization.

MGMT 595, Special Topics in Management, 1-3 Units

This course presents timely and new topics in management. Different material is covered each time the course is offered. The course may be repeated for credit. Some topics require prerequisites, which vary according to the topic.

MGMT 597, Master's Project in Management, 3 Units

This capstone course involves the implementation and application of management theory. Students participate in a service-learning project for a community-based organization, applying management methodology. Students are expected to complete a master's level research project demonstrating competency in management theory, the individual area of emphasis, as well as faith integration.

Prerequisite: MGMT 521; final semester of MAM program

MKTG 260, Principles of Marketing, 3 Units

Students in this course analyze the movement of goods from producers to consumers, which includes discussion of the channels of distribution, marketing functions, management considerations, and problems in marketing practice. Marketing trends in current economic systems are reviewed.

Meets the General Education Requirement: Intercultural Competence.

MKTG 261, Visual Marketing, 3 Units

This course provides students with a comprehensive overview of the principles and techniques behind visual marketing. Students explore various platforms available to help them effectively reach their target audience through visually engaging methods, and evaluate market trends, use of technology, target audience, and visual communication methods to create a visual marketing strategy. By the end of the course, students are able to identify which approaches are best suited for their projects and how they can use these tools to create compelling visual marketing campaigns.

Prerequisite: MKTG 260

MKTG 262, Consumer Behavior: An Applied Approach, 3 Units

This course involves a comprehensive examination of the nature of markets and the factors influencing market development and change. Students study individual consumer behavior in relation to the buying-selling process, with emphasis on understanding the consumer in order to facilitate the development of an effective marketing strategy. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

MKTG 350, Marketing Internship, 3 Units

This course integrates marketing principles and theory into a working environment related to marketing. Includes research, setting objectives, general marketing decision making, and reflection. *Meets the General Education Requirement: Integrative and Applied Learning.*

Prerequisite: MKTG 260, completion of 60 units, and instructor consent.

MKTG 361, Advertising and Integrated Marketing Communications, 3 Units

Students in this course explore how organizations promote ideas, products, or services through strategic connections with consumers on a variety of digital channels. Grounded in advertising, public relations, and communication, course material covers marketing campaigns and practices that have shaped our history, and how modern organizations build value by using branding, storytelling, publicity, medium utilization, and data analytics to create authentic messaging for specific target audiences.

Prerequisite: MKTG 260

MKTG 363, Marketing Research, 3 Units

This course is an overview and practical application of contemporary methods for gathering, analyzing, and preparing market research for use in management decision making. Research methodology includes specific topic areas as the research process, primary and secondary data, qualitative and quantitative research methods, statistical analysis, and utilization of technology.

Prerequisite: MKTG 260 and MATH 130

MKTG 364, Sales and Sales Management, 3 Units

In this course, consideration is given to personal sales strategies and practices, including relationship management, negotiation, consultative selling, and key account management. The sales management function, including recruiting and selecting salespeople, motivation and training, compensation plans and quotas, supervising, sales forecasting and budgeting, salesforce evaluation, and the ethics in selling and sales management is covered.

Prerequisite: MKTG 260 or instructor consent

MKTG 368, Retail Management, 3 Units

Students explore the roles and scope of retailing business, characteristics of retailers and consumers, and strategies for managing operations. Course material emphasizes retailing characteristics and activities, multichannel opportunities, retail communication mix, consumer buying behavior, retail market strategy (including location and site strategy), product mix, store layout, merchandising, competition, pricing, and promotion. This course also introduces students to procurement and supply chain logistics, customer relationship management, operations, and employee management. Students in this course have the opportunity to earn a retail management microcredential.

Prerequisite: MKTG 260

MKTG 369, Global Industrial Marketing, 3 Units

Students learn the marketing of business goods by manufacturers to other businesses, government agencies, and social institutions. The course consists of market analysis, sales forecasting, product strategy, effective use of sales force, and industrial promotional planning and implementation. Extensive quantitative techniques are utilized.

Prerequisite: MKTG 262, MKTG 363

MKTG 373, Global Marketing Management, 3 Units

This course is an overview of international marketing and considers the powerful economic, technological, industrial, political, and demographic forces that are converging to build the foundation of a global marketplace in a dynamic and ever-changing world. Students conduct projects involving international marketing.

Prerequisite: MKTG 260 and BUSI 370

MKTG 376, Strategic Brand Management, 3 Units

This course introduces students to the essential concepts of strategic brand management. It provides an in-depth exploration of how brands are created, positioned, and leveraged for maximum market advantage. Through the perspective of customer-based brand equity, students learn about influencer marketing, digital platform brands, social listening, attribution modeling, and marketing to bicultural consumers. Upon completion of this course, students are able to demonstrate a comprehensive understanding of the principles and techniques used in today's competitive marketing environment.

Prerequisite: MKTG 260

MKTG 378, Contagious Marketing, 3 Units

Students in this course gain a comprehensive understanding of the strategic methods that organizations employ to promote their products, services, or ideas in the digital age. Course material covers various channels used for connecting with consumers, such as advertising, public relations, and other communications. Students explore the historical and current practices of contagious marketing campaigns, focusing on how organizations build value through branding, storytelling, publicity, and medium utilization. By the end of the course, students have a deep understanding of the principles and practices of contagious marketing and are equipped with the skills needed to create effective campaigns.

Prerequisite: MKTG 260

MKTG 465, Strategic Marketing Management, 3 Units

This course offers a strategic approach to the management of the marketing function. As the capstone course for marketing majors, students utilize marketing case analysis to examine and evaluate the entire marketing decision-making process. Course content focuses on the strategic analysis of market opportunities and the development of the marketing mix through project coursework.

Prerequisite: MKTG 262, MKTG 361

MKTG 466, Digital and Social Media Marketing, 3 Units

Within an organization's strategic and business objectives, digital marketing leverages traditional marketing, utilizing essential digital marketing tools such as online branding, display advertising, social media marketing, and search engine optimization. Content in this course emphasizes the development of digital marketing strategies and programs for an organization, and students have the opportunity to earn an industry-recognized Hootsuite certificate in social media and social media marketing management.

Prerequisite: MKTG 260

MKTG 502, Marketing Principles, 3 Units

This course focuses on understanding marketing management, formulating and implementing marketing strategies, and provides a systematic framework for marketing planning, analysis and evaluation. The characteristics and management of markets are described in topics that include the marketing environment, components of the marketing mix, market segmentation, positioning and targeting.

MKTG 515, Marketing Research, 3 Units

This course prepares students to approach marketing research from a management perspective. The role of marketing research process, the human side of marketing research, and organizational and ethical issues are discussed. Students utilize comprehensive cases and analysis, along with a marketing research project.

Prerequisite: MKTG 527 and BUSI 511

MKTG 527, Marketing Strategy, 3 Units

This course offers in-depth management, analysis, and decision-making resources related to marketing strategy, including environmental turbulence, competitive analysis, customer and market analysis, product life cycle analysis, and marketing mix management. Course material is primarily case-based.

Prerequisite: ACCT 512 and FIN 513

MKTG 545, International Marketing, 3 Units

International marketing is the performance of business activities that direct the flow of a company's goods and services to consumers or users in more than one nation. The elements of the marketing mix (product, price, promotion, and place-channels of distribution) first studied in domestic marketing are analyzed in global terms, thus adding the elements of geography, cultural forces, and the structure of distribution to the uncontrollables with which the marketer must contend.

MKTG 565, Integrated Marketing Communications, 3 Units

In this course, the marketing communication function is introduced and analyzed. Topics include advertising theory, planning and measurement, communication theory, the integrated marketing communication (IMC) mix, promotional strategies, public relations and publicity, consumer education, collateral materials planning, and promotional ethics.

MKTG 580, Strategic Digital Marketing, 3 Units

This course discusses the differences between E-commerce and E-business in relation to the firm, emphasizing the correlation between business, technology, and society. An advanced marketing course, it builds on the firm's business model, which guides its traditional and dynamic online marketing presence. Emphasis is placed on the importance of the Christian worldview and community citizenship, and on developing a positive long-term relationship with customers and stakeholders, thereby creating a distinct competitive advantage for the firm. Student projects integrate learning activities with business organizations.

OPSY 501, Introduction to Organizational Psychology, 3 Units

This course is an introduction to the field of industrial/organizational (I/O) psychology, providing an overview of the fundamentals and the various subfields of the discipline. Special consideration is given to topics that integrate the application of psychology to organizational environments. Coursework covers the history of I/O psychology, offers a comparative review of topics within industrial psychology and organizational psychology, and helps students gain a fundamental understanding of employee selection, training, motivation, job satisfaction, communication, group behavior, and stress management. The course also includes a review of the organizational psychology literature as well as ethics guidelines and professional standards governing the practice of organizational psychology.

Prerequisite: Acceptance into the MS in Organizational Psychology program

OPSY 502, Organizational Ethics, 3 Units

Students in this course examine psychological phenomena that help explain why people who want to act ethically in organizations often do not act in accordance with their values. Course material also helps students understand how cognition, affect, and behavior interact, so they can better navigate ethically challenging situations. Ethical issues in organizational contexts are examined in light of biblical values and the American Psychological Association's Ethical Principles of Psychologists and Code of Conduct.

Prerequisite: Acceptance into the MS in Organizational Psychology program

OPSY 503, Group and Organizational Behavior, 3 Units

This course offers a behavioral science approach to organizational life and enables students to investigate the effective functioning of individuals and groups within organizational settings. Emphasis is on the psychology of teams, team dysfunction, group conflict, and organizational culture. This course applies theoretical concepts to challenges such as team dynamics, conflict, decision making, and organizational behavior patterns.

Prerequisite: Acceptance into the M.S. in Organizational Psychology program; successful completion of OPSY 501 is recommended.

OPSY 505, Individual and Team Assessment, 3 Units

Students receive instruction and training in individual assessment techniques for vocational and business applications, including pre- and postemployment assessment for selection, onboarding training, advancement, developmental or remedial coaching, and succession planning. Students are introduced to qualitative and quantitative assessment methods as key tools for leadership assessment; learn the importance of assessment in organizational and leadership dynamics; and gain competency in the use of several key assessment methods and instruments and learn to apply these instruments to leadership development within work team environments. Students are also introduced to job analyses and use measurement tools relevant for assessing occupational interests, abilities, competency modeling, and work-related personality constructs. Students also complete several individual assessments as part of the experiential, outside-of-class portion of the course.

Prerequisite: Acceptance into the MS in Organizational Psychology program

OPSY 510, Organizational Assessment and Interventions, 3 Units

This course introduces interventional strategies that correspond to the primary issues related to organizational life: change management, organizational culture, and leadership and team dynamics. Students gain competency in focusing on these critical areas of assessment and intervention: qualitative method, conducting needs analysis, proposing consultation projects, and employee assistance programs. Students also become familiar with research methodologies related to existing programs and successful programs within companies.

OPSY 515, Coaching Techniques and Application, 3 Units

Students in this course examine theories and practices within the fields of psychology, organizational behavior, business, and other relevant fields as they relate to the practice of executive coaching. They also explore coaching competencies, professional ethics, and models of executive coaching, and are introduced to a repertoire of basic coaching skills applicable to most executive coaching situations (e.g., self-awareness, empathy, listening, questioning, giving and receiving feedback, confrontation, limit setting, demonstrating leadership, etc.).

OPSY 520, Consultative Applications of Organizational Psychology, 3 Units

This course covers the applied aspects of organizational psychology, providing an overview of the consulting process as it relates to external and internal consultation in industry. Students are introduced to the theoretical and practical aspects of providing organizational consultation, with special consideration given to topics that integrate the competencies needed for applying psychology to organizational environments. Coursework provides an overview of organizational consulting models and frameworks, and focuses on the fundamental steps in the consulting process that lead to high-impact outcomes. The course also includes a review of the organizational psychology literature, as well as ethics guidelines and professional standards governing the practice of organizational psychology.

OPSY 534, Organizational Systems: Theories of Change, 3 Units

This course engages the idea of organizational change from a systems perspective and approaches content through analysis of theory, praxis, and story. Practical application is explored in regard to how students can and will be equipped to serve as change agents in internal and external consultant roles. Special attention is given to the specific steps involved in identifying the need for change, engaging internal and external stakeholders in the change process, and implementing desired change initiatives.

OPSY 542, Organizational Implications of Diversity, 3 Units

This course explores theoretical and practical ideas about diversity in organizations, equipping students to identify and engage individual, societal, and organizational dynamics related to 21st-century workplace diversity and inclusion. Students learn about basic psychological processes - including attitudes toward marginalization, structural inequity, privilege, and prejudice - that affect how members of different social groups perceive and interact with one another in organizational settings. Students also engage critical perspectives on the historical, sociocultural, and psychological factors of organizational diversity, explore the ethical implications of navigating complex organizational cultures, and discuss strategies for fostering and sustaining diversity.

OPSY 590, Statistics for Research in Organizations, 3 Units

This course introduces students to the basic concepts of statistical ideas and methods, equipping them to carry out common statistical procedures and follow statistical reasoning for research in workplace phenomena. Principles of measurement, data summarization, and univariate and bivariate statistics are examined. Emphasis is on the application of fundamental concepts to real-world situations.

Prerequisite: Acceptance into the MS in Organizational Psychology program

OPSY 592, Research Methodology and Survey Applications, 3 Units

Students in this course learn quantitative research techniques of investigation and apply them to psychological activities in organizations. Students also learn principles of survey design. A final project includes developing and administering a psychometrically valid survey for an organization, with students analyzing the data and providing a report of the results.

Prerequisite: OPSY 590

OPSY 595, Introduction to Thesis in Organizational Psychology, 4 Units

This course gives student researchers a directed study focused on preparing a master's thesis in organizational psychology. Students identify a worthy research topic, write a comprehensive literature review, select an appropriate research method, and shape a compelling research proposal.

Prerequisite: OPSY 501, OPSY 502, OPSY 503, OPSY 505, OPSY 510, OPSY 515, OPSY 520, OPSY 534, OPSY 542, OPSY 590, OPSY 592, and permission from the department chair.

OPSY 596, Thesis in Organizational Psychology: Data Collection and Analysis, 4 Units

This course gives student researchers a directed study focused on completing a master's thesis in organizational psychology. Building on the research proposal completed in OPSY 595, students collect and analyze data and present their findings in the form of a completed master's thesis and oral presentation to the thesis committee.

Prerequisite: OPSY 595

PADM 501, Origin of Public Administration, 3 Units

In this introductory course for preservice and midcareer individuals, students learn the theory and practice of public administration. Course material includes an exploration of ethical dilemmas influencing the daily tasks of public administrators, with an emphasis on the core public administration values of accountability, integrity, and leadership and evidence-based decision making for effective and efficient public policy program implementation. Coursework involves textbooks, lectures, discussions, and case studies of application to professional settings to assist managers with problem solving and promote responsive, faithful service that helps vulnerable and diverse populations in our communities.

PADM 503, The Policy Process, 3 Units

This course offers an in-depth study of the public policy process (analysis, promulgation of statutory laws and administrative rules) and value-based implementation. Public administrators in public, nonprofit, and private organizations must interact with political leaders, administrative staff, and diverse community groups to ensure the implementation of necessary policy programs and services, and that these are accessible to people in need. Coursework involves textbooks, scholarly materials, lectures, discussions, and case assignments.

PADM 504, Economic and Urban Development, 3 Units

This course prepares students for public-sector organization management. Students learn about community development programs, municipal budgeting and expenditures, grants administration, joint powers agreements, public-private partnerships, nonprofit organizations, fiscal management policies, and county, state, and municipal government economic development programs.

PADM 505, Public Sector Research Methods, 3 Units

This course is for preservice and midcareer professionals who use research and data as evidence in public administration to advocate for resources, make effective ethical leadership decisions, and implement and evaluate programs. The importance of research in the policy implementation process and in programs run by public and nonprofit managers is examined.

Prerequisite: MGMT 516, PADM 501, PADM 503, and PADM 504.

PADM 510, U.S. Healthcare System, 3 Units

Students in this course examine the American healthcare system, which supports individuals and families regardless of their ability to pay. Students discuss public health systems and federal, state, county, and municipal government systems management, and explore alternatives and improvements to current health administrations while reflecting on their faith traditions as they apply to advancing healthcare practice. This course also provides an overview into the publicly funded California healthcare system, one of the largest and most diverse systems in the United States. This system comprises only 6 percent of the state's hospitals but provides more than 40 percent of hospital care to the uninsured.

PADM 512, Healthcare Administration, 3 Units

This course covers the foundations of healthcare administration in the United States, introducing students to the structure and function of the healthcare system. Topics include theory and models of healthcare administration, public policy impacts and scarcity, partnerships and achieving equality in healthcare governance at the national, state, and local levels, community environments, and critical issues in health services. Students explore Christian faith-based alternatives for alleviating healthcare burdens, and conduct a community health system analysis.

Prerequisite: Admitted to MPA or M.S. in Healthcare Administration program, Nursing, MBA/MBM Program or permission of MPA director.

PADM 513, Community Health and the Built Environment, 3 Units

The course provides a foundation for administering health and well-being in state and local communities. Students integrate knowledge-based competencies from multidisciplinary research (CAHME, APHA, public policy studies) and apply best practices to assess and suggest policies that can reduce healthcare problems in vulnerable communities. Topics covered include ideas for building healthy environments, demographics of infectious diseases and essential skills for future healthcare professionals. Students conduct a community healthcare system analysis that integrate case studies, audiovisuals, discussions, team assignments and faith-based alternatives to alleviate healthcare burdens.

Prerequisite: Admitted to MPA or MS in Healthcare Administration program, Nursing, MBA/MBM Program or permission of MPA director.

PADM 600A, Community Engagement, 3 Units

This course and PADM 600B Public Administration Capstone are the final courses in the Master of Public Administration (MPA) program. Students in this course participate in activities in diverse communities, identifying trends and issues facing public leaders and thereby enhancing student practice. In consultation with the MPA program director, students participate in fieldwork experiences, learning to apply faith-based principles, theories, and problem-solving strategies in public, nonprofit, and joint-venture partnerships, which also benefits community partners.

Prerequisite: Second-year good standing in the MPA program.

PADM 600B, Public Administration Capstone, 3 Units

The capstone comes at the conclusion of the MPA program and requires application of new knowledge to solve real-world problems. Students demonstrate mastery of foundational management and policy implementation materials and integrate ethical and moral standards, as well as professional experiences, that are at the core of the MPA program. With guidance from the program director and the course instructor, students work with a community partner or client (fieldwork course PADM 600A) to produce a project paper that represents careful planning, research, and fulfillment of course deliverables. Successful completion of PADM 600A and PADM 600B is required for the MPA degree.

Prerequisite: Second-year good standing in the MPA program.

PRBA 110, Business and Entrepreneurship, 3 Units

This course introduces students to the role of business in society and the impact of the social environment on the firm. It acquaints students with the basic functional areas of business, including management, human resources, marketing, finance, and production. Students produce a comprehensive business plan incorporating the functions of business and examining the effect of the business on society. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

PRBA 111, Business Statistics, 3 Units

Students in this course learn basic statistical concepts and methods of collecting, summarizing, presenting, and interpreting data for the business context. Among the topics covered are differentiation, population, sample, descriptive statistics, variation and skewness, exploratory data analysis with visuals, probability, random variable, sampling distribution, central limit theorem, discrete distributions (binomial, Poisson), continuous distributions (normal, t, exponential, chi-square), confidence interval estimation, hypothesis testing, correlation, regression, and the analysis of variance (ANOVA), to be applied in real-world business situations. *Meets the General Education Requirement: Quantitative Literacy (Math).*

Prerequisite: MATH 90 or an appropriate score on the APU mathematics placement assessment.

PRBA 120, Principles of Accounting I, 3 Units

This course introduces the financial accounting model and application of fundamental accounting principles. The corporate form of business serves as the primary model to demonstrate accounting principles for cash, accounts receivable, inventories, operational assets, liabilities and stockholders' equity.

PRBA 121, Principles of Accounting II, 3 Units

This course introduces basic managerial accounting concepts and emphasizes the use of accounting data in decision making. Topics covered include cost accumulation models, cost behavior, break-even analysis, variable costing, budgeting, differential analysis, product pricing, capital expenditure analysis, and financial statement analysis.

Prerequisite: PRBA 120

PRBA 125, Business Communications, 3 Units

Students in this course explore current communication technologies and strategies in the modern marketplace to create and deliver audience-focused informative and persuasive messages using credible research, impactful visuals, and professional vocal and physical techniques delivered orally.

Students are given scenario-based challenges often encountered in organizational settings and business situations, to help them determine the extent of information needed when communicating with key stakeholders, researching and utilizing credible support materials ethically, organizing information logically, and delivering messages through professional presentations using appropriate visual aids, graphics, posture, gesture, eye contact, and vocal expressiveness. *Meets the General Education Requirement: Oral Communication.*

PRBA 200, Survey of Economics, 3 Units

This course covers the concepts and tools of economic analysis for microeconomics and macroeconomics. Students study the basics of interactions between firms and consumers: consumer demands, firm costs, price determination under various market structures, and the role of government in a market economy. Students also study the fundamentals of national income and economic growth, interest rates, unemployment, and government fiscal and monetary policies. *Meets the General Education Requirement: Social Science.*

PRBA 210, Principles of Management, 3 Units

Elements of planning, organizing, leading, and control are covered. Particular emphasis is given to organizing and actuating responsibility and authority, delegation, decentralization, the role of staff, line-staff relationship committees, board of directors, organization charting, formal and informal organization, communication, and reaction to change.

PRBA 211, Organizational Leadership, 3 Units

This course covers contemporary theories, principles, and practices of leadership within the context of managing businesses and organizations, introducing leadership topics such as change management, leadership development, and organizational communication. Students also explore the emerging concept of followership and the role it plays in organizational failures and successes. Significant attention is given to students' personal assessment and evaluation of their personality, strengths, leadership styles, and work, in order to establish a leadership and management identity. *Meets the General Education Requirement: Social Science.*

PRBA 212, Managing Diverse Teams and Groups, 3 Units

This course covers essential theories and concepts for analyzing, understanding, and managing various groups and teams in the workplace. Students examine the components that comprise teams, develop skills in diagnosing opportunities and threats that teams face, and build teamwork expertise. Significant time is spent exploring interpersonal processes, conflict resolution, and the many characteristics that influence the effectiveness of a team. This course also gives students an understanding of team diversity - the differences that can exist between individual members, in various areas such as age, nationality, religious background, functional background or task skills, sexual orientation, political preferences, and communication and decision-making styles, among others. *Meets the General Education Requirement: Social Science.*

Prerequisite: PRBA 210

PRBA 213, Negotiation Strategies and Skills, 3 Units

Students in this course learn the basics of negotiation, then research and explore additional techniques that help them establish alternative criteria to expand and build upon their bargaining style. Each student is assessed on negotiating style, role playing, principled negotiation, and information gathering. Emphasis is on topics related to negotiations in a business context.

PRBA 240, Introduction to Information Systems and Business Applications, 3 Units

This course covers the fundamentals of business information systems, methods, equipment, processes, computer characteristics, and concepts. Students also examine the ethical use of information, information systems, and business applications, and learn to use business applications Formstack, QuickBooks, and Salesforce, with opportunities to earn an Expert Badge in Formstack and ProAdvisor Badge in QuickBooks.

PRBA 244, Data Analytics, Spreadsheets, and Data Visualization, 3 Units

Integrating knowledge gained in PRBA 240, students gain hands-on experience in analyzing, managing, and reporting data in the business world, and use advanced statistical tools to frame business decisions for operations, finance, forecasting, etc. Students learn data applications of Microsoft Excel, Data Studio, and Tableau, and also have the opportunity to earn an Expert Badge in Excel.

Prerequisite: PRBA 240

PRBA 250, Principles of Macroeconomics, 3 Units

This course introduces concepts and tools of economic analysis for macroeconomics. Students study national income and economic growth, interest rates, unemployment, and government fiscal and monetary policies. *Meets the General Education Requirement: Social Science.*

Prerequisite: C- or better in PRMA 110 or 60 or higher on ALEKS math placement assessment.

PRBA 251, Principles of Microeconomics, 3 Units

This course provides an introduction to concepts and tools of economic analysis for microeconomics. Students study the interactions of firms and consumers: consumer demands, firm costs, price determination under various market structures, and the role of government in a market economy.

Prerequisite: C- or better in PRMA 110

PRBA 260, Marketing Principles, 3 Units

This course provides an introduction to the theory and practical application of marketing principles by examining concepts related to understanding, reaching, and responding to customers.

PRBA 296, Business Law, 3 Units

The course introduces the laws affecting business transactions. Included is an overview of the legal system as it relates to business and in-depth study of contracts, sales and commercial transactions, and secured transactions.

PRBA 300, Business Finance for Managers, 3 Units

This course provides an introduction to concepts and tools of business finance for managers. Students study financial statements and their interpretation, business performance measures, the management of cash and the short term financial needs of the organization, and how to make good capital budgeting decisions.

Prerequisite: PRBA 120, BBA Majors only

PRBA 305, Operations Management, 3 Units

In this course, students learn about operations and productivity, operations strategy in a global environment, project management, forecasting, design of goods and services, quality management, process strategy, location strategies, layout strategies, job design and work management, supply chain management, inventory management, aggregate planning, materials requirements planning, scheduling, lean operations, and maintenance and reliability.

PRBA 313, Introduction to Supply Chain Management and Logistics, 3 Units

This course covers the formulation and implementation of logistics and supply chain strategy for competitive advantage, including analysis of logistics capabilities, enhancement of strategy-supportive capabilities, and integration with strategically chosen supply chain partners.

Prerequisite: PRBA 305

PRBA 314, Supply Chain Sourcing [Proposed], 3 Units

This course introduces students to supply chain sourcing. Students learn how to build and manage supply chains including leveraging supply chains to ensure a steady flow of inputs and supplies to the organization. Course projects include managing supply chains, building alternatives for resilience, and strategic sourcing and procurement.

PRBA 315, Business System Analytics, 3 Units

This course introduces fundamental concepts and methods of business analysis (or analytics) and examines the role of managers in qualitative and quantitative analysis designed to foster efficient and effective operations of an organization. Emphasis is on understanding the tools and techniques needed for a successful manager in a global organization in the 21st century.

PRBA 317, Quality Management, 3 Units

This course introduces fundamental concepts and methods of quality management and productivity improvement, and examines the role of managers in designing and implementing programs to improve quality of products and services. Emphasis is on understanding the forces that make quality and productivity critical organizational issues. Student ability to implement quality-management tools, techniques, and processes is demonstrated.

PRBA 320, Intermediate Accounting I, 3 Units

This course offers an intensive study of the accounting theory and principles underlying financial accounting. Emphasis is placed on the theoretical and conceptual framework of the financial reporting process, including the role and authority of official accounting pronouncements and the responsibilities of professional accountants. This course begins with a review of the accounting model and covers accounting theory as it relates to revenue recognition, current assets including cash, accounts receivable, inventories, and current liabilities.

Prerequisite: PRBA 121

PRBA 321, Intermediate Accounting II, 3 Units

This course offers an intensive study of the accounting theory and principles underlying financial accounting. Emphasis is placed on the theoretical and conceptual framework of the financial reporting process, including the role and authority of official accounting pronouncements and the responsibilities of professional accountants. This course begins with a review of the accounting model and covers accounting theory as it relates to current assets including cash, accounts receivable, inventories, and current liabilities.

Prerequisite: PRBA 320

PRBA 361, Integrated Marketing Communications, 3 Units

Students explore the variety of strategic approaches organizations use in the digital age to connect with consumers and promote ideas, products, or services. Grounded in advertising and public relations communication, course material covers marketing campaigns and practices that have shaped our history, and how today's organizations build value by using branding, storytelling, publicity, medium utilization, and data analytics to create authentic messaging for specific target audiences. Students in this course will have the opportunity to earn an Integrated Marketing Communication Expertise micro-credential badge.

Prerequisite: PRBA 260 or MKTG 260, or approval of department chair

PRBA 364, Sales and Sales Management, 3 Units

In this course, consideration is given to personal sales strategies and practices, including relationship management, negotiation, consultative selling, and key account management. The sales management function, including recruiting and selecting salespeople, motivation and training, compensation plans and quotas, supervising, sales forecasting and budgeting, salesforce evaluation, and the ethics in selling and sales management is covered.

Prerequisite: PRBA 260 or instructor consent

PRBA 368, Retail Management, 3 Units

Students explore the roles and scope of retailing business, characteristics of retailers and consumers, and strategies for managing operations. Course material emphasizes retailing characteristics and activities, multichannel opportunities, retail communication mix, consumer buying behavior, retail market strategy (including location and site strategy), product mix, store layout, merchandising, competition, pricing, and promotion. This course also introduces students to procurement and supply chain logistics, customer relationship management, operations, and employee management. Students in this course have the opportunity to earn a retail management microcredential.

Prerequisite: PRBA 260

PRBA 370, International Business, 3 Units

This course presents a survey of issues in international business, with focus on managing in an international environment, understanding the global monetary system, and developing an international perspective on business operations including production, marketing, finance, and human resources.

Meets the General Education Requirement: Intercultural Competence.

Prerequisite: PRBA 210

PRBA 445, Human Resource Management, 3 Units

Students study the human factors in modern business as they are influenced by and effect labor-management interactions, personnel relations, techniques, and procedures.

Prerequisite: Acceptance into the School of Business and Management.

PRBA 448, Organization and Administrative Behavior, 3 Units

Organizational behavior is an interdisciplinary field drawing from psychology, sociology, economics, organization theory, statistics, and other areas. In this course, students gain an understanding of the field and the various research strategies involved as they examine human behavior in organizations, as well as individual, group, and organization-level processes that impact workplace behavior and organizational life. Students are exposed to organizational behavioral science theories and their applications in different management settings and types of organizations, and have an opportunity to engage in experiential and skill-building activities, apply conceptual frameworks in community settings, and develop strategies for increasing stakeholder and civic participation. *Meets the General Education Requirement: Civic Knowledge and Engagement.*

Prerequisite: PRBA 210

PRBA 450, Strategic Management, 3 Units

This course focuses on fundamental decisions in the life of a business: What is the business, and what should it be? What are the objectives? How are priorities set? How are strategic, long-range decisions to be handled? To grow or not to grow-and what is the right size for the business? *Meets the General Education Requirement: Integrative and Applied Learning.*

Prerequisite: PRBA 210, PRBA 300, and Senior Status.

PRBA 466, Digital Marketing, 3 Units

This course helps students understand the latest concepts in digital marketing to apply to organizations. Upon completion of the course, students earn two certifications from Hootsuite, a global leader in social media management - Social Media Marketing and Fundamentals (Analytics) - and students' names are added to a global database of certified specialists.

Prerequisite: PRBA 260

PRBA 495, Writing 3: Business Ethics, 3 Units

This course focuses on the integration of Christian faith, ethical issues, and professional concerns that confront business professionals in the workplace, with particular regard to leadership and transitions. Students in this course explore biblical and moral principles as related to real-life case studies, and have the opportunity to complete in-depth study in a business-related area to further prepare them as effective participants and leaders in the workplace. *Meets the General Education Requirement: Writing 3: Writing in the Disciplines.*

Prerequisite: PRWR 261 and senior Standing

PRBA 497, Readings, 1-4 Units

This is a program of study concentrating on assigned readings, discussions, and writing arranged between, and designed, by a student of upper-division standing and a full-time professor. An independent study fee is assessed for each enrollment in this class.

WEB 571, Web Site Design and Development, 3 Units

This course examines fundamental principles of website design, emphasizing considerations of functionality, information architecture, and usability. The course also introduces the students to prototyping tools used to develop and communicate website designs.

WEB 572, Emergent Information Technologies, 3 Units

This course involves the study of technological change, especially the effects of technological change on society and commerce and how these changes and effects transpire. The course also entails a study of key technologies that are having, or may have, significant effects on society and commerce.

WEB 573, Relational Database Technology, 3 Units

This course presents the relational database model and explains a process for relational database design, and covers the fundamentals of relational database creation and maintenance. It also explains the use of an application development environment, such as Allaire's Cold Fusion, to develop Web database applications.

WEB 575, Internet Business and Strategic Management, 3 Units

This course describes how the Internet has created demand for e-business, and how this new economic and technological shift has transformed the way in which business models are created. Major trends driving e-business are identified. E-business application architecture is reviewed. The importance of creating a customer relationship management (CRM) is emphasized. The significance of strategic management is paramount to a sustainable competitive advantage, where enterprise resource planning is being utilized. In this quickly changing environment, knowledge management becomes important to integrate technologies and solutions for organizations. Clarifying strategic objectives with the process improvement, strategic improvement, and business transformation are considered, along with elements of tactical execution options and e-project management.