Colorado State University Global

Academic Catalog

Fall 2020-2021

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

The first independent, regionally accredited, 100% online state university in the country.

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

Effective Date: July 13, 2020
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Undergraduate Certificate in Web Application Development

Undergraduate Certificate in Human Resource Management

Undergraduate Certificate in Digital Marketing

Undergraduate Certificate in Data Management and Analysis

Undergraduate Certificate in Cyber Security

Undergraduate Certificate in Computer Programming

Undergraduate Certificate in Business Administration

Major in Public Management

Major in Project Management

Courses

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Master's Degrees

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Operations Management and Supervision

Organizational Leadership

Professional Sales

Project Management

Public Administration

Public Relations

Public and Non-Profit Management

Small Business Management

Strategic Communication

Virtualization and Cloud Computing

Web Application Development

Master of Criminal Justice

Master of Finance

Master of Healthcare Administration

Master of Human Resource Management

Master of Information Technology Management

Master of International Management

Master of Professional Accounting

Master of Project Management

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Welcome to CSU Global

Dear Students,

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

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

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

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

- Student scholarships every trimester. There are no limits to the number of scholarships that students can receive.
- 24/7 access to live tutoring, technical support, library resources, librarians, and the Career Center.
- A Tuition Guarantee, which ensures that your tuition will not increase as long as you are an active student. This, along with no student fees and the tuition planning we offer to every student, means you can plan and budget successfully for your degree.

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

Sincerely,
# Degree Programs

## Bachelor’s Degrees
- B.S. in Accounting
- B.S. in Business Management
- B.S. in Computer Science
- B.S. in Cybersecurity
- B.S. in Criminal Justice and Law Enforcement Administration
- B.S. in Finance
- B.S. in Healthcare Administration and Management
- B.S. in Human Resource Management
- B.S. in Human Services
- B.S. in Information Technology
- B.S. in Interdisciplinary Professional Studies
- B.S. in Management Information Systems and Business Analytics
- B.S. in Organizational Leadership
- B.S. in Project Management

## Specializations
- Applied Social Sciences
- Artificial Intelligence & Robotics
- Business Administration
- Communication
- Computer Programming
- Construction Management
- Corporate Finance
- Criminal Forensics
- Criminal Justice Management
- Criminology
- Cybersecurity
- Data Management and Analysis
- Digital Marketing
- Emergency Management
- Financial Planning
- Fundraising
- Foundations of Accounting
- Healthcare Communications
- Healthcare Management
- Human Resources and Organizational Development
- Information Technology Management
- Information Technology Operations
- Intelligence and Homeland Security
- International Business
- Marketing
- Operations Management and Supervision
- Organizational Leadership
- Project Management
- Public Relations
- Public and Non-Profit Management
- Virtualization and Cloud Computing
- Web App Development

## Master’s Degrees
- M.S. in Artificial Intelligence and Machine Learning
- M.S. in Data Analytics
- M.S. in Management
- M.S. in Military and Emergency Responder Psychology
- M.S. in Organizational Leadership
- M.S. in Teaching and Learning
- M.S. in Teaching and Learning — Education Leadership Principal Licensure Concentration
- Master of Criminal Justice and Law Enforcement Administration
- Master of Finance
- Master of Healthcare Administration
- Master of Human Resource Management
- Master of Information Technology Management
- Master of International Management
- Master of Professional Accounting
- Master of Project Management

## Specializations
- Accounting
- Applied Business Management
- Artificial Intelligence and Machine Learning
- Business Intelligence
- Criminal Justice Leadership
- Cyber Security
- English K-12 Educators
- English Language Learning (ELL)
- Finance
- Fraud Management
- Global Management
- Healthcare Administration
- Human Resource Management
- Human Resource Performance
- Information Technology
- International Management
- Math K-12 Educators
- Online Learning Innovation and Design
- Organizational Leadership and Change Management
- Population Health
- Project Management
- Strategic Digital Information
- Strategic Innovation and Change Management
- Teacher Leadership
- Digital Instructional Architecture
Accreditation

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

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

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

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

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

Select programs from the School of Management and Innovation are also accredited by The Accreditation Council for Business Schools and Programs (ACBSP). These programs include the B.S. in Business Management, B.S. in Accounting, M.S. in Management, the Master of Finance, the Master of Professional Accounting, the B.S. in Human Resource Management, the Master of Human Resource Management, the B.S. in Marketing, the B.S. in Management Information Systems, and the M.S. in International Management. More information about ACBSP accreditation can be found at http://www.acbsp.org.

History of Colorado State University Global

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

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

On June 30, 2011, Colorado State University Global Campus was officially granted independent regional accreditation status by the Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools. CSU Global is the first public university in Colorado to receive initial HLC accreditation since 1971, a significant achievement for the university, the CSU System, and online education.

Mission, Vision, and Values

Mission Statement

Colorado State University Global is committed to advancing student academic and professional success in a global society, by providing access to dynamic education characterized by excellence, innovative delivery technologies, industry relevance, and strong stakeholder engagement.

Vision Statement

Colorado State University Global is the premier provider of innovative, higher learning opportunities for modern learners around the world.

University Values

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

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

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

**Equal Employment Opportunity**

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

**Nondiscrimination Policy**

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

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

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

Any of the above discriminatory acts can also be the subject of complaints to the Department of Education, Office for Civil Rights, as well as to the Office of Federal Contract Compliance Programs, Equal Employment Opportunity Commission, and the Colorado Civil Rights Division.
# Burgundy Track 2019-2020

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<td>WINTER-C</td>
<td><strong>1/13/2020</strong> - <strong>3/8/2020</strong></td>
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<td><strong>4/13/2020</strong> - <strong>6/7/2020</strong></td>
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<td><strong>5/11/2020</strong> - <strong>7/5/2020</strong></td>
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*There is a 7 day winter break that occurs December 23 and December 29, 2019.

<table>
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<tr>
<th>Trimester</th>
<th>FA Priority Deadline</th>
<th>Last day to add a class</th>
<th>Start Date</th>
<th>Last day to drop a class with full refund</th>
<th>Approximate FA disbursement</th>
<th>Last day to withdraw with a W</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALL-B</td>
<td><strong>8/2/2019</strong></td>
<td><strong>8/9/2019</strong></td>
<td><strong>8/12/2019</strong></td>
<td><strong>8/19/2019</strong></td>
<td><strong>9/18/2019</strong></td>
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</tr>
<tr>
<td>FALL-C</td>
<td><strong>8/30/2019</strong></td>
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<td><strong>9/9/2019</strong></td>
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<td><strong>10/14/2019</strong></td>
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<tr>
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<td><strong>1/10/2020</strong></td>
<td><strong>1/13/2020</strong></td>
<td><strong>1/20/2020</strong></td>
<td><strong>1/22/2020</strong></td>
<td><strong>2/17/2020</strong></td>
</tr>
</tbody>
</table>

* The FA Priority Deadline is the date that students are expected to have all required documentation on file, and be registered for the upcoming term in order to be packaged for Financial Aid or certified for Veteran’s Benefits. Students who do not meet this criteria may see a delay in disbursement of aid and/or student refunds.

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# Gold Track 2019-2020

<table>
<thead>
<tr>
<th>FALL B</th>
<th>FALL-C</th>
<th>FALL-D</th>
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</thead>
<tbody>
<tr>
<td>8/2/2019</td>
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<td>9/27/2019</td>
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<tr>
<td>8/19/2019</td>
<td>9/16/2019</td>
<td>10/14/2019</td>
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<tr>
<td>8/21/2019</td>
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<tr>
<td>9/16/2019</td>
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<td>11/11/2019</td>
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</table>

<table>
<thead>
<tr>
<th>WINTER B</th>
<th>WINTER-C</th>
<th>WINTER-D</th>
</tr>
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<tbody>
<tr>
<td>11/29/2019</td>
<td>1/3/2020</td>
<td>1/31/2020</td>
</tr>
<tr>
<td>12/6/2019</td>
<td>1/10/2020</td>
<td>2/7/2020</td>
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<tr>
<td>12/9/2019</td>
<td>1/13/2020</td>
<td>2/10/2020</td>
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<tr>
<td>12/16/2019</td>
<td>1/20/2020</td>
<td>2/17/2020</td>
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<tr>
<td>12/18/2019</td>
<td>2/19/2020</td>
<td>3/16/2020</td>
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</table>

<table>
<thead>
<tr>
<th>SPRING B</th>
<th>SPRING-C</th>
<th>SPRING-D</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/20/2020</td>
<td>5/18/2020</td>
<td>6/15/2020</td>
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<tr>
<td>4/22/2020</td>
<td>6/17/2020</td>
<td>7/13/2020</td>
</tr>
</tbody>
</table>

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# Burgundy Track 2020-2021

<table>
<thead>
<tr>
<th></th>
<th>FALL TRIMESTER</th>
<th>WINTER TRIMESTER</th>
<th>SPRING TRIMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>JUL</td>
<td>7/13/2020-9/6/2020</td>
<td></td>
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</tr>
<tr>
<td>AUG</td>
<td>11/1/2020-1/10/2021</td>
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<tr>
<td>SEP</td>
<td>3/15/2021-5/9/2021</td>
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</tr>
<tr>
<td>OCT</td>
<td>8/10/2020-10/4/2020</td>
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<tr>
<td>NOV</td>
<td>12/7/2020-2/7/2021</td>
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<tr>
<td>DEC</td>
<td>4/12/2021-6/6/2021</td>
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<tr>
<td>JAN</td>
<td>9/7/2020-1/1/2021</td>
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<tr>
<td>FEB</td>
<td>1/11/2021-3/7/2021</td>
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<tr>
<td>MAR</td>
<td>4/10/2021-7/4/2021</td>
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<tr>
<td>APR</td>
<td>5/10/2021-7/4/2021</td>
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<tr>
<td>MAY</td>
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<td>JUL</td>
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*There is a 7 day winter break that occurs December 21 and December 27, 2020*

<table>
<thead>
<tr>
<th>TRIMESTER</th>
<th>F.A. Priority Deadline</th>
<th>Last day to add a class</th>
<th>Start Date</th>
<th>Last day to drop a class with full refund</th>
<th>Approximate F.A. Disbursement</th>
<th>Last day to withdraw with a W</th>
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<tbody>
<tr>
<td>FALL-B</td>
<td>7/31/2020</td>
<td>8/7/2020</td>
<td>8/10/2020</td>
<td>8/17/2020</td>
<td>9/16/2020</td>
<td>9/14/2020</td>
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<tr>
<td>WINTER-C</td>
<td>1/1/2021</td>
<td>1/8/2021</td>
<td>1/11/2021</td>
<td>1/18/2021</td>
<td>1/20/2021</td>
<td>2/15/2021</td>
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</tbody>
</table>

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## Gold Track 2020-2021

<table>
<thead>
<tr>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>NOV</th>
<th>DEC</th>
<th>JAN</th>
<th>FEB</th>
<th>MAR</th>
<th>APR</th>
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<th>JUL</th>
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<td>FALL-C</td>
<td>9/7/2020-11/3/2020</td>
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<td>SPRING-B</td>
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### FALL TRIMESTER

*There is a 7 day winter break that occurs December 21 and December 27, 2020*

| FALL-B | 7/31/2020 | 8/7/2020 | 8/10/2020 | 8/17/2020 | 8/19/2020 | 9/14/2020 |
| FALL-C | 8/28/2020 | 9/4/2020 | 9/7/2020 | 9/14/2020 | 10/14/2020 | 10/12/2020 |

### WINTER TRIMESTER


### SPRING TRIMESTER


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Admissions Policies

CSU Global allowed me to fit classwork into my already busy schedule. I attribute my success in this program to the flexibility that has been provided. Even though all of the classes are online you truly do still have a connection with professors and other students.

—Gina Nogare, M.S. in Organizational Leadership Alumnus
Admissions Policies

Application Process

Applicants to CSU Global must submit an application and pay the required application fee to be considered for admission. Undergraduate degree-seeking applicants are required to provide the following documents to determine admissibility:

1. Proof of high school completion
   a. Official high school transcript(s) OR
   b. General Education Development (GED) equivalent OR
   c. Homeschool transcript
      i. Official high school transcript(s) which detail graduation date, courses taken in grades 9-12, grade point average, terms and/or dates of instruction, credit hours and grades earned, including a key or explanation of the grading scale
      ii. Documentation demonstrating the homeschool program is a state approved program, or state statute detailing state’s minimum curriculum requirements for homeschool programs

2. All official transcript(s) from post-secondary institutions

3. Additional documents as needed for specific degree programs or admit statuses

Applicants are expected to have two or more years of work experience. The work experience requirement may be fulfilled by full- or part-time employment, paid or unpaid internships or apprenticeships, or volunteer work. Each applicant must disclose all previous college experience on his or her application or be subject to delay of admission, loss of credit, rejection of application, and/or cancellation or denial of admission. CSU Global reserves the right to request, access and review academic history as deemed relevant.

Applicant Integrity

Applicants who knowingly submit false information including, but not limited to, forged or altered transcripts will be permanently barred from future admission and/or dismissed from the university. The Admissions Committee may review and/or deny admissions to any applicant, including the following:

- Those who breach student conduct standards.
- Those whose records indicate disciplinary censure or dismissal.
- Those whose records indicate that they were not in good academic standing at prior institutions.
- Those who demonstrate a lack of personal, academic, or technical ability required for success.

Submitting Official Transcripts to CSU Global

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

All test scores and official transcripts must be sent directly to CSU Global from the issuing institution or organization. Photocopied, faxed, or emailed documents will be considered unofficial. All application materials for applicants who decide not to enroll for the term in which they applied will be kept on file for one year. Official and/or unofficial transcript(s) from high school(s) and/or post-secondary institutions will not be relinquished to applicants or students under any circumstances. After admission and receipt of official transcript(s), evaluation of transferable credit will be completed. All entering undergraduate students are required to take ORG100 and/or ORG300 in their first term.

Some schools participate in electronic transcript exchange; CSU Global will accept official electronic transcripts from approved service providers. CSU Global accepts electronic transcripts from eSCRIPSAFE, National Student Clearinghouse, & Parchment. The school from which the transcript will be ordered can supply instructions if any of these services are in use. Mail all other official transcript submissions to:

CSU Global
Attn: Admissions
585 Salida Way
Aurora, CO 80011

Technical Requirements

By applying for university admission, students are acknowledging that they meet the minimum technical requirements to complete coursework in the 100% online learning environment of CSU Global, including suitable access to a computer with internet connectivity, including a PC compatible web camera. Computers with a built in camera are acceptable. For the full list of technical requirements, please visit CSU Global Technology Requirements.

Undergraduate Admissions

CSU Global may grant an offer of admission to high school graduates (or GED equivalent) who:

1. Meet first-time freshmen admission requirements OR
2. Meet transfer admission requirements OR
3. Apply for provisional admission OR
4. Apply for non-degree seeking status

First-time Freshman Admission Requirements
First-time freshman applicants must have:

- Two or more years of work experience,
- Completed less than 24 college-level semester credit hours or 36 college-level quarter credit hours,
- ACT score of 18 or higher or SAT score of 980 or higher,
- High school grade point average of 2.80 or higher, or meet minimum GED score requirement below,
  - 1988 to 2001: 50
  - 2002 to 2013: 500
  - 2014 to present: 628
- Higher Education Admission Recommendations (HEAR) for rigor below with a minimum high school coursework with a grade of C or higher

<table>
<thead>
<tr>
<th>Academic Area</th>
<th>2008/2009</th>
<th>2010</th>
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</thead>
<tbody>
<tr>
<td>English</td>
<td>4 Units</td>
<td>4 Units</td>
</tr>
<tr>
<td>Mathematics</td>
<td>3 Units</td>
<td>3 Units</td>
</tr>
<tr>
<td>Natural Science</td>
<td>3 Units</td>
<td>3 Units</td>
</tr>
<tr>
<td>Social Science</td>
<td>3 Units</td>
<td>3 Units</td>
</tr>
<tr>
<td>Foreign Language</td>
<td>Not Required</td>
<td>1 Unit</td>
</tr>
<tr>
<td>Academic Electives</td>
<td>2 Units</td>
<td>2 Units</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>15 Units</strong></td>
<td><strong>17 Units</strong></td>
</tr>
</tbody>
</table>

First-time freshman students cannot register in overlapping terms, enroll in 400 level coursework, and will not be allowed to self-register. First-time freshman students are required to take the following four courses in their first four terms. Students can take any 100, 200, or 300 level course with one of the following courses during their first four terms.

1. ORG100: Navigating Organizations and Change
2. ENG101: Composition I
3. HUM101: Critical Reasoning
4. ENG102: Composition II

Transfer Admission Requirements

Transfer applicants must have:

- Two or more years of work experience,
- Completed 24 college-level semester credit hours or 36 college-level quarter credit hours,
- A 2.30 cumulative grade point average from a regionally accredited institution,
• Good academic standing at the last institution attended

Provisional Admission

Applicants may apply for provisional admission if they do not meet first-time freshman or transfer admission requirements. Applicants with less than 2 years of work experience, but more than 1 year of work experience may apply provisionally. Applicants who are age 23 or older and/or have been out of school for five or more years with less than 24 completed college-level semester credit hours or 36 college-level quarter credit hours may apply as a provisional freshman without ACT or SAT scores.

In addition to other application materials, applicants seeking provisional admission must:

1. Submit a 500 word Statement of Purpose
2. Submit a professional resume
3. Complete the SmarterMeasure Assessment

Applicants are strongly encouraged to take their time preparing all materials for consideration. Provisional applications will be reviewed using the Provisional Admission Rubric. Provisional applicants must meet the minimum Provisional Admission Rubric requirements or be recommended for admission by the Admissions Committee to be granted provisional admission. The applicant will be notified of any additional conditions or coursework beyond the standard degree requirements at the time of admission.

To be eligible for full admission, provisionally admitted undergraduate students are required to:

1. Complete coursework in two consecutive trimesters
2. Complete six (6) credit hours in each of the first and second trimesters
3. Earn a cumulative GPA of 2.00 or higher in each trimester
4. Earn a course completion rate of 66.66% or higher in each trimester

The student will be notified that they have achieved full admission status when the above conditions are met. If a student does not meet the stipulations outlined in either trimester, they will be denied admission and administratively withdrawn. Students who are administratively withdrawn for not meeting provisional requirements may re-apply after a period of 6 months following their withdrawal date.

Conditional Admission

Applicants may be admitted conditionally with copies of unofficial transcript(s) from all prior institutions. The unofficial transcripts must demonstrate the applicant is qualified for admission (pending receipt of official transcripts). Applicants will be notified they have achieved full admit status once all official transcript(s) have been received. Conditionally admitted applicants may not begin courses until all official transcripts or an approved Admit Less Credit form are on file with the university. First-time applicants who only have high school transcript(s) or equivalent are not eligible for conditional admission.

International Admission
Individuals who completed their prior education outside of the United States must meet international admission requirements. International transcripts must be evaluated by an approved evaluation service for equivalency. CSU Global accepts evaluations from the National Association of Credential Evaluation Services (NACES) members (naces.org/members) and the American Association of Collegiate Registrars and Admissions Officers (AACRAO). The evaluation must include equivalency to a regionally accredited institution in the United States and cumulative GPA. International applicants may choose to complete an international evaluation facilitated by CSU Global through the International Education Research Foundation (IERF) for a fee. The following documentation is required:

- All official transcript(s) issued from the international institution accompanied by a certified translation
- High quality color copy of any and all Diplomas, Titles, Certificates, etc., earned

Applicants must also demonstrate English language proficiency through one of the following means:

- The Test of English as a Foreign Language (TOEFL) with a minimum score of 60 on the Internet exam, 173 on the computer exam, or 60 on the paper exam completed within the last five (5) years.
- The International English Language Testing System (IELTS), including the academic writing and academic reading modules, with a minimum score of 5.0 completed within the last five (5) years.
- An official transcript indicating a grade of C or higher (2.00 on a 4.00 scale) in an English composition course from a regionally accredited U.S. institution completed within the last three (3) years.
- An official transcript indicating the applicant has passed the U.S. General Education Development (GED) test within the last five (5) years.
- An official transcript indicating completion of an Associate of Arts or an Associate of Science degree from a U.S. regionally accredited college or university.
- An official transcript showing completion of a baccalaureate or master’s level credential from a regionally accredited U.S. institution with an overall GPA of 3.00 (on a 4.00 scale) or higher.
- An official evaluation showing completion of a high school, baccalaureate, or master’s level equivalent to a regionally accredited U.S. institution from an English speaking country listed on the CIA World Factbook website (https://www.cia.gov/library/publications/the-world-factbook/).

While alternative English proficiency measurements may be considered, the Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) exams are preferred. Please note that CSU Global is not a Student and Exchange Visitor Program (SEVP) certified school and does not participate in issuing or recertification of student visas.

**Admission Decision Appeals**

Applicants who have been denied admission may appeal to the Provost if they believe the Admissions Committee did not fully consider all factors regarding their qualifications. The Provost Admission Decision appeal form and additional documentation demonstrating the capacity for successful degree completion are required to appeal to the Provost. Admission appeals must be received within three weeks of the admission denial notification. The decision of the Provost is final.

**Dual Enrollment**
CSU-Global at times may admit students who are under the age of 18 years. In most cases, enrollment of minors is limited to existing partnerships with high schools participating in dual enrollment agreements as they have the deeper student relationships and an expertise in working with younger students. In certain instances, students who have not graduated from high school and are not served under a standard CSUG enrollment agreement may be admitted to the university as a non-degree seeking student. Students under the age of 18 who meet application and enrollment requirements, including provisional admission, may be admitted to the University.

Based on its statutory mission, CSU-Global provides workplace-relevant academic learning experiences in an environment that has been specifically curated to respect students as independent, mature individuals. CSU-Global treats all students equally irrespective of age. If an exception is made to admit students under the age of 18, CSU Global’s standard advising and academic support arrangements will apply, including but not limited to, student success counselor, tutoring, disability services, and career coaching. However, the University acknowledges that anyone under the age of 18 is legally a minor and that some legal restrictions may apply.

- Applicants under the age of 18 years old with a high school diploma or equivalent may apply to CSU-Global as degree seeking students. Those who meet application and admission requirements, including provisional admission, may be admitted to the University.
- Applicants under the age of 18 and enrolled in a high school dual enrollment agreement will be admitted as non-degree seeking students to CSU-Global in accordance with the dual enrollment agreement.
- Applicants who are enrolled in high school but have not yet graduated from high school or earned an equivalent, and are not served under a dual enrollment agreement, may be admitted to the university as a non-degree seeking student upon review and recommendation of the admissions committee. Applicants seeking admission prior to graduation from high school and not in dual-enrollment status, must submit proof of attendance in a high school with a GPA of 3.5 or higher, a written statement of intent, parental/legal guardian consent, and a statement of academic readiness from the high school principal or school counselor. Applicants who are enrolled in an approved home school may submit documentation of approved homeschool status and a statement of academic readiness from the applicant’s parent, legal guardian, adult designated by the parent, or an otherwise qualified person as defined in Title 22, Colorado Revised Statutes: Education Article 33:School Attendance Law of 1963 Section 104.5.

University Policies and Requirements

Admitted students under the age of 18 are required to adhere to all University policies and requirements as published on the University website and academic catalog. The University will ensure all communication with students and/or parents/legal guardian follows FERPA and local, state, and federal guidelines.

Credit and Course Limits

Admitted students under the age of 18 who have not completed high school may not complete more than 15 credits or attempt more than 22 credits total. Students may only enroll in Colorado Guaranteed Transfer Pathway approved courses (GtPathways) while in nondegree seeking status. Non-degree seeking students are not eligible for financial aid.
Documents

Applicants seeking admission prior to graduation from high school and not in dual-enrollment status through their high schools, will be required to complete the following documents as a part of their application and admission into the university

1. University Application for Admission
2. AM - Minor Applicant Statement of Intent
3. AM - Minor Applicant Letter of Recommendation
4. AM - Minor Applicant Proof of High School Attendance or Home School Status & GPA of 3.5 or higher
5. Parental/legal guardian signed Consent Form

Temporary Admissions

This temporary policy was developed to address issues and concerns that have emerged due to COVID-19 to lessen the impact on our applicants and their ability to submit all necessary admissions documentation. There are challenges with collection of high school transcripts because of school closures, and ACT/SAT has been suspended. This policy addresses these challenges and provides a temporary pathway to students wanting to attend CSU Global.

This policy applies to any student who graduated in 2020, and for any students that would fall under the Freshman Admissions criteria starting a program between March 23, 2020 and September 30, 2020. Students who are admitted under this policy will be admitted under a provisional status and required to meet the conditions of provisional admissions.

- ACT/SAT scores will be waived for those who were not or are not able to take the test due to COVID-19.
- Review of HEAR recommendations as a part of admission is suspended for applicants unable to produce a high school transcript at the time of admissions due to school closures; however, a review will be conducted upon receipt of high school transcripts and may be reviewed for a waiver.
- CSU Global may base initial admissions decisions on the self-reporting HS GPA on the application when the HS Transcript is unavailable due to school closures; students will be required to provide HS Transcripts and/or proof of high school completion or equivalency within one year of being admitted to the university.

Graduate Admissions

Graduate Standard Admission

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

**Graduate Conditional Admission**

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

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

Students will be notified that they have achieved full admit status once all official transcripts have been received.

**Graduate Provisional Admission**

If the applicant does not qualify for standard admission, CSU Global may admit an applicant under provisional status if the application meets the minimum rubric requirements and is recommended by the Admissions Committee or Provost. CSU Global reserves the right to access and review academic history as deemed relevant. Each provisional application will be reviewed under the Provisional Admissions Rubric. It is highly recommended applicants take their time preparing all materials for consideration. In addition to other application materials, applicants seeking admission under a provisional status must also submit:

- A formal, written, 500 word Statement of Purpose
- A detailed professional resume that includes all collegiate work, professional employment, special skills or competencies, publications, exhibitions, prizes, awards, and service activities.
- SmarterMeasure Assessment

Students admitted provisionally may not begin courses in their first term until all official transcripts and/or the Admit Less Credit Form are on file with the university. The applicant will be notified of any additional conditions or coursework beyond the standard degree requirement prior to enrollment and may be limited to a specific course during their first term. Students who fail to meet the conditions of their provisional admission status will be denied admission and administratively withdrawn. Students who are administratively withdrawn for not meeting provisional requirements may re-apply after a period of 6 months following their withdrawal date. All outstanding student account balances must be paid in full and all official transcripts must be on file prior to consideration for re-admission. If re-admissions is approved, financial aid eligibility is reviewed on a case-by-case basis to determine if a student would qualify to receive federal student loans.

Graduate students may be considered for provisional admission if there are positive indicators of graduate success through review of additional documentation (e.g., high GRE or GMAT scores, undergraduate performance in upper division courses, graduate course success, relevant professional experience, or outstanding professional achievement).

Graduate applicants who do not meet standard admissions requirements or who have content-area
deficiencies may be required to complete RES500 Fundamentals of Quantitative Analysis or RES501 Fundamentals of Research and Writing as part of their degree requirements. These courses prepare students to successfully meet the learning objectives of their degree program.

Provisionally admitted graduate students must meet satisfactory academic progress requirements. Once provisionally admitted, graduate students must complete six (6) credit hours and earn a cumulative GPA of 3.00 or higher and maintain an institutional course completion rate of 66.66% (credits earned/credits attempted) in two trimesters in order to be eligible for full admission. When the conditions are met, the student will be notified that he/she has achieved full admission status. If a student does not meet the stipulations outlined, they will be withdrawn at the end of their 2nd consecutive trimester.

Graduate International Admission

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

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

- Graduate applicants who have not completed an undergraduate degree from a regionally accredited institution located in the United States or in one of the English speaking countries listed on the CIA World Factbook website (https://www.cia.gov/library/publications/the-world-factbook/) must also demonstrate an appropriate level of English language proficiency.

International applicants who choose to complete an international evaluation facilitated by CSU Global through IERF for a fee must submit the following required documentation:

All Official transcript(s) issued from the international institution accompanied by a certified translation to CSU Global office of admissions.

- High quality color copy of any and all Diplomas, Titles, Certificates, etc., earned.

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

In addition to meeting standard admissions requirements, international applicants interested in enrolling in courses at CSU Global must submit documentation of English proficiency. While alternative English proficiency measurements may be considered for provisional admission, the Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) exams are preferred. Applicants must arrange to have official score reports sent directly from the testing agency to CSU- Global.
The TOEFL score recovery code CSU Global is 8824. Unofficial score photocopies and test scores older than two (2) years will not be accepted.

These students must submit one of the following to be eligible for admission:

- The Test of English as a Foreign Language (TOEFL) with a minimum score of 60 on the Internet exam, 173 on the computer exam, or 60 on the paper exam completed within the last five (5) years.
- The International English Language Testing System (IELTS), including the academic writing and academic reading modules, with a minimum score of 5.0 completed within the last five (5) years.
- An official transcript indicating a grade of C or higher (2.00 on a 4.00 scale) in an English composition course from a regionally accredited U.S. institution completed within the last three (3) years.
- An official transcript indicating the applicant has passed the U.S. General Education Development (GED) test within the last five (5) years.
- An official transcript indicating completion of an Associate of Arts or an Associate of Science degree from a U.S. regionally accredited college or university.
- An official transcript showing completion of a baccalaureate or master's level credential from a regionally accredited U.S. institution with an overall GPA of 3.00 (on a 4.00 scale) or higher.
- An official evaluation showing completion of a high school, baccalaureate, or master's level equivalent to a regionally accredited U.S. institution from an English speaking country listed on the CIA World Factbook website (https://www.cia.gov/library/publications/the-world-factbook/).

Non-Degree Seeking

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

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

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

Undergraduate Students

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

- Meet all current admission criteria for degree seeking status, including minimum GPA, credit requirements, and proof of high school graduation.
- Have all official transcripts on file with the university.
- Meet Satisfactory Academic Progress standards, cumulative GPA of 2.0 and 66.66% completion rate.
- Have all outstanding account balances paid in full.
- Non-degree seeking students pursuing a Certificate of Completion cannot complete all requirements through CSU Global's Credit by Exam program.

**Graduate Students**

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

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

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

**Lifelong Learners**

Student may request to enroll at CSU Global as Lifelong Learners to take courses for personal or professional enrichment rather than for degree-seeking purposes. Lifelong Learners who wish to enroll in graduate level courses must submit official transcripts documenting completion of a regionally accredited bachelor’s degree. Lifelong Learners are not eligible for financial aid and are subject to the same institutional requirements as degree seeking students.

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

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

Students re-admitted after an absence of one year are governed by the policies, courses, and catalog in effect at the time of re-admission and may see a change to their degree plan and total earned and transferred credit upon re-entry. Students who submit a catalog appeal upon re-entry understand that an approved catalog appeal only preserves the major and specialization core list of classes required.

Catalog appeals do not preserve transfer or resident-earned credit. Degree seeking students who attended other institutions must provide official transcripts.

Undergraduate Students

Undergraduate students whose previous CSU Global work resulted in a cumulative GPA below 2.00 and/or course completion rate below 66.66% must also provide a written statement detailing the previous academic difficulties, the student’s plans to overcome these difficulties, and any other pertinent information to assist the admissions committee in making a decision.

Graduate Students

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

Re-entry Catalog Appeal

Graduate and Undergraduate students may appeal the admission committee to admit them under their previous catalog in order to preserve the major and specialization required courses. Students who have been withdrawn for a period less than 12 months, and have completed 90 or more credits toward an undergraduate degree or 18 or more credits toward a graduate degree, may be automatically re-admitted under their previous catalog. CSU Global reserves the right to discontinue or place on teach-out, programs and/or courses without notice. Students may be denied catalog re-entry who have been withdrawn from the University for a period of 12 or more months, and have had their program discontinued or, have a significant portion of required coursework discontinued or on teach-out.

Students re-enrolled under an approved catalog appeal or automatic catalog reinstatement are governed by the policies in effect at the time of readmission. Loss of transfer credit or changes in resident credit applicability within the degree plan may change upon official re-entry evaluation.

Double Major
Undergraduate Students

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

Graduate Students

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

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

Alumni Admissions Process

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

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

Second Master’s Degree

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

Appeal of Admissions Decision

Applicants who have been denied admission and feel that the Admissions Committee did not fully consider all factors regarding their qualifications may file a Provost Appeal, including the appeal form and
documentation, demonstrating capacity for successful degree completion. Admissions appeals must be received within three weeks of the admission denial notification. The decision of the Provost is final.

**State-Specific Authorizations**

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

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

**NC-SARA**

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

Once a state has joined SARA, and then subsequently approves a school or college as a participating institution, a university may offer distance education to students residing in SARA participating states. Approved institutions will have no restrictions on advertising, marketing, program offerings, and with minimal restrictions on clinical practice and internships (no greater than 10 students at one location).

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

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

**Internships and Practica**

Some states have restrictions regarding internships, student teaching, and practica. As such, these opportunities may not be available in all states. Please see the following page for a list these of states: [https://csuglobal.edu/about/our-university/accreditation/state-specific-authorizations](https://csuglobal.edu/about/our-university/accreditation/state-specific-authorizations).

**State Contact Information for Grievances**

Students who have not reached a satisfactory resolution upon completion of the institutional grievance process may file a complaint with the appropriate state agency. Please visit the following page for a complete list of state contacts:
https://csuglobal.edu/about/our-university/accreditation/state-specific-authorizations.
Transfer Credit Policies

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

—Maryann Roth, M.S. in Management Student
Transfer Credit Policies

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

Undergraduate Transfer Information

CSU Global's Prior Learning Assessment (PLA) and Self-Study Assessment (SSA) credits do not count toward the 30 semester hours of resident credit.

Collegiate Credit

Credit is accepted by CSU Global from regionally accredited institutions. To be considered in transfer, non-remedial prior college credit must have been completed with a grade equivalent to C- (70%) or higher. CSU Global may accept in transfer approved general education courses from CSU-Fort Collins with grades equivalent to a D towards general education requirements. Credit will be reviewed for transfer to CSU Global upon submission of official transcripts. When making substitutions for courses within the major or specialization, coverage of outcomes should approximate a minimum of 70 percent. CSU Global does not allow transfer of lower division coursework into upper division coursework unless approved by the Provost or their designee. Acceptance of credit to be applied toward a major requirement will be determined by faculty.

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

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

Acceptance of all P/S grades from Colorado Community Colleges

This policy applies to all applicants with collegiate level credit from an state institutions of higher education and is effective April 1st, 2020 for all Passing (P) and Satisfactory (S) grades earned during the Spring 2020 and Summer 2020 terms.

- Colorado State University Global will suspend the requirement that all Passing (P) and Satisfactory (S) grades be indicated on a transcript key as equivalent to a C- (70%) or higher, and may accept all Passing (P) and Satisfactory (S) grades presented by an applicant on an official college transcript.

Time Limitation of Credit Transfer

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

Credit from Other CSU System Campuses

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

- If not more than 10 years prior to transferring into an undergraduate degree program, a student earns credit hours which are required for graduation from such undergraduate degree program, such credit hours shall apply to the completion of such student's graduation requirements from such undergraduate degree program following such transfer.
- A student who transfers into an undergraduate degree program shall not be required to complete a greater number of credit hours in those courses which are required for graduation from such undergraduate degree program than are required of students who began in such undergraduate degree program, nor shall there be any minimum number of credit hours required post-transfer other than the normal degree requirements for non-transferring students.
- The grade point average required for a student to apply and be fully considered for transfer into an undergraduate degree program shall be no higher than that which is required for graduation from such undergraduate degree program.

Two-Year Institutions

CSU Global accepts a maximum of 64 semester hours of lower division credit from an accredited community or junior college. Upper division credit from community or junior colleges may be transferred in up to the maximum of 90 semester credit hours in combination with all other transfer credit.

Students who have a conferred Bachelor of Applied Science from an accredited community or junior college may have a course by course evaluation completed to determine final transfer credit and applicability. Transfer credit may be subject to the 64 credit transfer limit for lower division coursework. Upper division coursework may be transferred in up to the maximum of 90 semester credit hours in combination with all other transfer credit.

Associate Degree Information

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

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

Career (Vocational), Technical, Co-operative Education and Internships

CSU Global accepts a maximum of 15 credits of Co-operative, internship, externship, vocational (career), technical or apprenticeship credit. Co-operative education are courses that combine classroom based academics with practical work or lab experience. In the state of Colorado, schools that are considered technical schools may be found at https://highered.colorado.gov/academics/colleges/vocational.asp. Credits earned at these schools may be subject to the 15 credit transfer maximum regardless of program or coursework taken.

CSU Global designates the below programs/areas of study as career or technical credit. Technical credit is defined as college-level credit in the mechanical, practical or industrial arts. Students with coursework from these programs may be subject to the 15 credit transfer maximum and a course by course evaluation, not including courses designated as general education courses by CSU Global. This list is not inclusive and subject to change without notice:

- Medical/Dental Assistant
- Vet Tech
- Phlebotomy
- Practical and Nurse Assistant
- EMT/Paramedic
- Office Administration
- Welding, Mechanical, and apprenticeship programs, such as plumbing & electrical
- Culinary Arts

Bachelor of Applied Science Degrees

Students with Bachelor of Applied Science Degrees in the areas of technical, practical or industrial arts may not be subject to the 15 credit transfer maximum. Students with Bachelor of Applied Science Degrees in these areas seeking a second Bachelor’s with CSU Global may have a course by course evaluation completed to determine final transfer credit and applicability.

Limitation of Physical Education Credit

CSU Global will accept a maximum of 6 physical education credits from accredited institutions.

National Accreditation

Credit from an institution without regional accreditation will be reviewed for transfer. Institutions must be accredited by an organization recognized by the U.S. Department of Education, unless otherwise approved by the Provost. Acceptance of credit to be applied toward a major requirement will be determined by faculty.
Students who submit credits solely from nationally accredited institutions will be required to apply for provisional admittance.

Students with bachelor’s degrees from nationally accredited institutions who are seeking a second bachelor’s will not have their general education and institutional requirements considered complete. These students will have a course-by-course evaluation to determine transfer credit.

International Credit

CSU Global may accept undergraduate or graduate credit that has been earned at non-U.S. institutions if the coursework is consistent in level and content with courses offered at regionally accredited U.S. institutions. Transcripts must be reviewed by an approved evaluation service in order to be considered for transfer. Official transcript evaluations must be sent directly from the evaluation service to CSU Global. Approved evaluation services are listed at [http://www.naces.org/](http://www.naces.org/). Transcripts evaluated by AACRAO ([http://www.aacrao.org](http://www.aacrao.org)) are also accepted.

A course-by-course evaluation is required and must demonstrate a U.S. equivalent to the institution, accreditation, the degree type, and cumulative GPA. All submitted evaluations that do not include a GPA will be reviewed and are subject to provisional admission requirements. All admissions standards apply. Students who would like international courses applied to the major, math, or English composition, must submit a syllabus translated into English by a NACES approved member or AACRAO. Acceptance of credit to be applied toward a major requirement will be determined by faculty.

Alternative Credit Options

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

CSU Global Self-Study Assessments (SSAs)

Students have the option of earning course credits for specific content areas through the completion of a proctored exam. All exams are developed by university faculty members and are proctored through an independent organization. Self-Study Assessments (SSAs) are not intended to measure a pre-existing knowledge base and are designed for students to teach themselves, through self-paced study, the content sufficient to earn credit. Each three-credit proctored challenge exam costs a non-refundable $250, which covers two allowable attempts per SSA. If a student does not pass the exam after two attempts, the course must be taken. A one-credit proctored challenge exam costs $150 and can also be attempted twice. Students who complete the exam with a score of 70% or higher will receive undergraduate college credits. Students have a 16-week period to complete their SSA exams.

All students must complete the proctored exam online via the proctoring service, using a webcam (no equipment will be provided), and cannot utilize an in-person testing location. These non-resident credits may be applied toward an undergraduate degree at CSU Global. Transferability to other institutions is at
the discretion of the receiving institutions and students are advised to submit the SSA Study Guide to their intended transfer institutions, if applicable, prior to investing in a SSA. SSA exam credit is not approved for Colorado gtPathway guaranteed transfer, as SSAs are not considered resident credit, and SSA credit courses are marked on the transcript with an 'S' suffix (i.e., SOC101S Introduction to Sociology).

The following courses are available by SSA:

**Accounting**

- ACT300S: Principles of Accounting I
- ACT301S: Financial Accounting
- ACT325S: Principles of Accounting II
- ACT350S: Intermediate Accounting I
- ACT360S: Intermediate Accounting II
- ACT410S: Government and Nonprofit Accounting
- ACT450S: Auditing
- ACT460S: Cost Accounting
- ACT470S: Advanced Accounting

* Accounting SSAs may not be accepted by the South Carolina Board of Accountancy toward licensure in South Carolina. Please verify acceptance of SSAs toward licensure with your state board prior to registration. † Courses no longer offered.

**Communication**

- COM300S: Effective Communication: Research and Writing
- COM305S: Communication in the Global Information Age
- COM310S: Interpersonal Communication
- COM315S: Intercultural Communication
- COM325S†: Mass Communication and Society
- COM335S†: Foundations of Strategic Communication
- COM400S†: Strategic Communication
- COM425S†: Communication Conflict and Persuasion
- COM455S†: Technical Communication

† This SSA is no longer being offered.

**Computer Science**

- CSC200S: Computer Science Fundamentals
- CSC430S: Principles of Robotic Theory

**Construction Management**

- CMG300S: Fundamentals of Construction Management
- CMG400S: Construction Cost Estimating
- CMG450S: Materials Used in Construction
- CMG460S†: Structural Analysis and Design
- CMG465S: Sustainable Development
Criminal Justice

- CRJ300S: Introduction to Criminal Justice
- CRJ310S: Law Enforcement and American Policing
- CRJ320S: Juvenile Justice
- CRJ325S: Introduction to Forensic Psychology
- CRJ335S: Laws of Evidence
- CRJ336S: Criminal Investigation
- CRJ420S: Criminal Justice and the Constitution
- CRJ425S: Criminal Law
- CRJ426S: Investigative and Forensic Interviewing
- CRJ431S: Victimology
- CRJ450S: Investigative Forensic Photography
- CRJ470S: Race, Class, and Crime

Emergency Management*

- EMG300S: Foundations of Emergency Management
- EMG325S: Hazard Mitigation
- EMG375S: Disaster Response
- EMG400S: Disaster Recovery
- EMG450S: Comprehensive Emergency Planning

* gtPathways credit available through the course challenge option of the Colorado Commission on Higher Education’s Prior Learning Assessment policy (https://highered.colorado.gov/Publications/Policies/Current/i-partx.pdf -- Section 6)

Finance

- FIN400S: Analyzing Financial Statements

General Education*

- BIO121S: Environmental Conservation*
- HST201S: U.S. History I*
- HST202S: U.S. History II*
- HST300S: U.S. History from 1945 to the Present*
- HUM101S: Critical Reasoning*
- MTH410S: Quantitative Business Analysis
- POL101S: Introduction to Political Science*
- SOC101S: Introduction to Sociology*

* gtPathways credit available through the course challenge option of the Colorado Commission on Higher Education’s Prior Learning Assessment policy (https://highered.colorado.gov/Publications/Policies/Current/i-partx.pdf -- Section 6)

Healthcare Administration and Management

- HCM301S: Accounting & Finance for Healthcare Managers
• HCM310S: Introduction to the U.S. Healthcare System
• HCM315S†: Healthcare Supervision
• HCM320S: Introduction to Health Policy
• HCM345S: Health Law and Ethics
• HCM370S: Quality and Risk Management in Healthcare
• HCM375S: The Economics of Healthcare
• HCM400S: Managed Care and Health Insurance
• HCM410S: Healthcare Operations Management
• HCM460S: Introduction to Healthcare Strategy

†This course is no longer available.

Human Resources

• HRM350S: Compensation and Performance Management
• HRM435S: Creating a Diverse and Ethical Workforce
• HRM440S: Recruitment, Selection, and Employee Development
• HRM460S: Organizational Development

†This course is no longer available.

Human Services

• HSM300S: Introduction to Human Services
• HSM320S: Human Development
• HSM350S: Intervention Methods in Human Services
• HSM400S: Crisis Intervention
• HSM405S: Case Management in Human Services
• HSM420S: Legal and Ethical Issues in Human Services
• HSM450S: Human Services Administration

Information Technology

• ITS320S: Basic Programming
• ITS345S: Web Development with PHP
• ITS400S: Information Technology Project Management
• ITS410S: Database Management
• ITS415S: Principles of Cyber Security
• ITS425S: Ethical Hacking and Penetration Testing
• ITS455S: Digital Forensics and Investigations
• ITS460S: Information Security Legal and Ethical Issues

Management

• ECN210S: Microeconomic Principles
• ECN410S: Comparative Economics and Global Business 1800-Present
• MGT300S: Principles of Management
• MGT305S: Introduction to International Business
• MGT315S: Business Law
• MGT350S: Business Policy and Strategy
• MGT351S: Organizational Innovation and Change
• MGT410S: Project Management
• MGT451S: Business Policy Development and Implementation
• MGT475S: Strategic Innovation and Ideas
• SMB300S†: Introduction to Small Business/Entrepreneurship
• SMB350S†: Funding Sources for Small Business/Entrepreneurial Organizations
• SMB400S†: Managing a Small Business/Entrepreneurial Organization

†This course is no longer available.

Management Information Systems

• MIS300S: Information Systems Design and Management
• MIS350S: Information Systems Analysis and Design
• MIS370S: Web Analytics
• MIS407S: Database Concepts
• MIS440S: Cloud Computing and Big Data
• MIS445S: Statistics in Business Analytics
• MIS470S: Data Science Foundation

†This course is no longer available.

Marketing

• MKG310S: Introduction to Marketing
• MKG330S: Consumer Behavior
• MKG360S: Personal Selling and Sales Management
• MKG340S: Product and Brand Management
• MKG350S: Promotion and Public Relations
• MKG400S: International and Multi-Cultural Marketing
• MKG410S: Retail Marketing/Management
• MKG420S: Digital Marketing
• MKG425S: Marketing Strategy for Small Business
• MKG440S: Strategic Marketing
• MKG470S: Market Research

Operations Management

• OPS402S: Financial Performance in Operations Management
• OPS405S: Managing the Supply Chain

Organizational Leadership

• ORG305S: Entrepreneurship in the Global Age
• ORG405S: Principles and Practices of Effective Leadership
• ORG423S: Communication Strategies for Leaders
Project Management

- PJM310S: Introduction to Project Management
- PJM350S: Construction Project Management
- PJM410S: Assessing and Managing Risk
- PJM440S: Project Quality Management

Public Management

- PMG300S: Public Administration
- PMG320S: Public Policy and Strategy

Public Relations

- COM302S: Principles of Public Relations
- COM312S: Public Relations Techniques
- COM321S: Campaign and Event Planning
- COM340S: Social Media and Public Relations
- COM360S: International Public Relations

Sociology

- SOC300S: Working in Modern Society
- SOC310S: Race, Gender, and Ethnic Relations in the U.S.
- SOC460S: Community Development

Prior Learning Assessment (PLA)

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

The CSU Global Prior Learning Assessment Program consists of two parts:

- PLA Application - The student will submit the application for PLA and CSU Global will internally review eligibility requirements and all necessary documentation. If work experience does not reflect course content and objectives, the student may be denied.
- Portfolio Project Submission - Students shall create a Portfolio Project for the targeted course(s). There is no guarantee of earned credit for Portfolio Projects submitted for review.

Eligibility

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

- Be fully admitted and seeking a bachelor’s degree.
- Be in Good Academic Standing.
- Have completed at least two courses totaling six credit hours at CSU Global, with grades of B or higher.
- Have a cumulative GPA of 3.00 or higher.
- Not have already attempted or received a grade for the targeted course(s).
- Have at least three years of experience in field related to the targeted course(s).
- Have submitted a complete application (see below).

**Potential Target Courses**

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

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

- Up to five 3-credit courses in major degree requirements (no more than 50% of total required major courses).
- Up to three 3-credit courses in specialization degree requirements.
- Up to ten 3-credit courses in elective degree requirements.

Additional restrictions are as follows:

- Only upper-division bachelor’s level CSU Global courses are eligible for the PLA option. Students targeting lower-division coursework are advised to review other options, such as Competency Based Exams, CLEP, DSST, and Straighterline.
- Students may not seek PLA credit for a course in which credit was accepted in transfer.
- Developmental, remedial, or self-help courses do not qualify as experiential knowledge.
- The learning experience integrated into the Portfolio Project must have taken place following the student’s graduation from high school.
- Credits earned through Portfolio Project reviews are applied as transfer credit.
- Credits earned through PLA do not meet eligibility for Federal Financial Aid qualification. Credit earned through Portfolio Project review is not term-specific, and therefore may or may not be transcribed on a student’s transcript within a given term.
- Credit awarded based on Portfolio Project review does not qualify a student for loan deferment.
- Submission of a Portfolio Project is independent of continuous enrollment guidelines and will not update a student’s attendance.
- Credits earned through PLA are not guaranteed to transfer to another institution.
- Students are urged to complete their Portfolio Projects within eight weeks of when permission is granted, as course content is updated regularly. Students have 16 weeks to complete their approved PLA Portfolio Projects.

**Applying**

To apply for a PLA, contact your Student Success Counselor.

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

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

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

Submitting Portfolio Projects

Students will have 16 weeks to complete their portfolio projects. All Portfolio Projects must be submitted with ample time for review. The latest a Portfolio Project can be submitted is the second-to-last term prior to anticipated graduation. If a portfolio must be submitted in the term the student intends to graduate, the Student Success Counselor should be contacted as quickly as possible.

Grading of Portfolio Submission

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

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

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

Additional PLA Reviews

Portfolio Projects may be submitted for completion at any time within the one year period once a targeted course has been approved and the student has successfully completed the orientation.

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

Non-Traditional Sources of Credit

CSU Global may accept degree-applicable transfer credit from non-traditional sources of credit. These include Credit By Exam, Prior Learning Assessments, Joint Services Transcripts, and non-collegiate sources of credit. Credit will be reviewed for transfer to CSU Global upon submission of official transcripts. CSU Global accepts a maximum of 60 credits from a combination of all non-traditional sources.

Credit By Exams

Acceptance of credit is based on scores and when the credit was received. Exam credit options include but are not limited to:

Advanced Placement
Students who have taken the Advanced Placement examination may be eligible to receive credit. Credit will be reviewed upon submission of official transcripts.

The CSU Global school code is 6903.

**International Baccalaureate Diploma Program**

Students who successfully complete the IB program and examination(s) may be eligible to receive credit. Credit will be reviewed upon submission of official transcripts.

**CLEP, DSST**

CSU Global will accept credit for test scores that meet established benchmarks for the College Level Examination Program (CLEP) and DANTES Subject Standardized Tests (DSST). Students must submit an official score report showing they earned scores at or above established benchmarks. CSU Global's reporting numbers are 3582 for CLEP and 8796 for DSST. CLEP and DSST scores that are documented on a Joint Services Transcript (JST) will be considered official and credit will be awarded based on an official evaluation of the JST. gtPathway approved CLEP and DSST credit will be reviewed and awarded based on an official evaluation of the transcript.

**StraighterLine**

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

**Military Credit**

CSU Global may accept credits for military service that have been evaluated according to American Council on Education (ACE) Guidelines. Content of credit accepted in transfer may not duplicate coursework previously taken. Military service credit is evaluated when official copies of transcripts for military schools are received.

Army, Navy, Coast Guard, and Marine personnel should submit a Joint Services Transcript. A DD-214 can be submitted if a Joint Services Transcript is unavailable.

Military Training and Occupational Listings: CSU Global will accept credit from a JST based on an official evaluation for Military ACE approved Training and MOS designations that are gtPathway approved.

Please note: CCAF is a regionally accredited institution and is therefore not considered a non-traditional source of credit.

Military service credit is evaluated when official copies of transcripts for military schools are received. Courses are evaluated according to the American Council on Education (ACE) Guidelines.
Army, Navy, Coast Guard, and Marine personnel should submit a Joint Services Transcript. To order a Joint Services transcript, go to https://jst.doded.mil/.

Air Force personnel should submit a Community College of the Air Force transcript. To order a CCAF transcript, go to http://www.au.af.mil/au/ccaf/transcripts.asp. Please note: CCAF is a regionally-accredited institution and is therefore not considered a nontraditional source of credit. CCAF credits will count toward the up to 90 total credits CSU Global may accept in transfer.

Beginning August 31st, 2018, the State of Colorado has designated certain Military Training and Occupational Designations as GtPathways approved. Please consult with your Student Success Counselor for more information.

**Non-Collegiate Credit**

Non-collegiate credit other than exam or military service credit, such as non-collegiate courses, corporate trainings, certifications, professional licenses, etc., may be reviewed for transfer if it meets the following criteria:

- It has been evaluated according to American Council on Education (ACE) Guidelines — http://www2.acenet.edu/credit/index.cfm?fuseaction=browse.main.
- It has been reviewed by National College Credit Recommendation Service (CCRS) — http://www.nationalccrs.org/ccr/.
- It has undergone the review and approval process by CSU Global’s Program Chairs and/or the Curriculum Committee.

Please note: Certain training and certifications may be considered technical and/or vocational and subject to transfer credit limitations. Additional documentation or requirements of re-certification may need to be met in order for credit to be awarded.

**Information Technology Certifications**

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

**TABLE 1: Proposed Transfer Credit Mapping**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title</th>
<th>Transfer Credit Certificate</th>
</tr>
</thead>
<tbody>
<tr>
<td>ITS310</td>
<td>Introduction to Computer-Based Systems</td>
<td>CompTIA A+</td>
</tr>
<tr>
<td>ITS315</td>
<td>Introduction to Networks</td>
<td>CompTIA Network+, CCNA, Juniper Networks CCENT, Alcatel- Lucent CCENT</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
<td>Certification(s)</td>
</tr>
<tr>
<td>------------</td>
<td>-------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>ITS350</td>
<td>Information Systems Security</td>
<td>CompTIA Security+, CompTIA CASP, CISSP, CISM, CEH, CISA, CySA+</td>
</tr>
<tr>
<td>ITS400</td>
<td>Information Technology Project Management</td>
<td>CompTIA Project+, PMP, Six Sigma Green Belt</td>
</tr>
<tr>
<td>ITS410</td>
<td>Database Management</td>
<td>Microsoft Exam 70-462: Administering Microsoft SQL 2012 Databases, Oracle PL/SQL 11g Certificate of Completion</td>
</tr>
<tr>
<td>ITS415</td>
<td>Certified Ethical Hacker</td>
<td>EC-Council Certified Ethical Hacker</td>
</tr>
<tr>
<td>ITS420</td>
<td>Advanced Networking Systems</td>
<td>CompTIA Linux+</td>
</tr>
<tr>
<td>ITS425</td>
<td>Certified Security Analyst</td>
<td>EC-Council Certified Security Analyst</td>
</tr>
<tr>
<td>ITS430</td>
<td>Network Enterprise Solutions</td>
<td>Microsoft Certified Solutions Associate (MCSA), Windows Server 2016 Certification 70-741, or Networking with Windows Server 2016</td>
</tr>
<tr>
<td>ITS439</td>
<td>Virtualization Technology Fundamentals</td>
<td>VMware Data Center Virtualization Fundamentals certification (discontinued), Data Center Visualization Fundamentals course and Exam</td>
</tr>
<tr>
<td>ITS441</td>
<td>Cloud Technology Fundamentals</td>
<td>CompTIA Cloud+ certification</td>
</tr>
<tr>
<td>ITS443</td>
<td>Server Virtualization Technologies</td>
<td>Microsoft Monitoring and Operating a Private Cloud with System Center 2012 exam 70-246 (discontinued), Configuring and Operating a Hybrid Cloud w/ Microsoft Azure Stack (Exam 70- 537)</td>
</tr>
<tr>
<td>ITS455</td>
<td>Penetration Tester</td>
<td>EC-Council Certified Penetration Tester</td>
</tr>
</tbody>
</table>

IT Certifications that are older than 10 years from the time of enrollment may not transfer into major level courses but may be eligible for elective credit transfer. CSU Global may require additional information, proof of recertification, or continuing education units.
Non-Acceptance of Credit

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

CSU Global does not accept continuing education courses unless they have been reviewed by ACE or are degree applicable at a regionally accredited institution.

Portfolio/Prior Learning Assessment/Experiential courses from other institutions are not transferable.

NOTE: Pursuant to § C.R.S. 23-5-145 (2) Prior Learning Assessments for general education credit will be accepted in transfer if taken at a Colorado State Institution of Higher Learning and are gtPathway approved. CSU Global requires original transcripts for review of transfer credit and scores. Grades earned must be equivalent to a C- (70%) or higher and be indicated on the transcript grading key.

Credit Evaluation Appeals Process

If a student disputes the evaluation of baccalaureate level credit transfer, the student must file a written appeal via email with the Office of the Registrar. The Office of the Registrar will review the appeal and notify the student in writing, including the rationale, of the decision.

If a student disputes the decision, the student may submit a Provost Appeal. The appeal will be reviewed by the Provost or their designee. The student will be notified of the final decision in writing, including the rationale of the decision.

CSU Global abides by the Colorado statewide guaranteed transfer policies. Undergraduate students wishing to further appeal decisions regarding transfer of credit from Colorado public institutions governed by the statewide guaranteed transfer agreement may review information from the gtPathways website for information regarding additional appeal procedures: http://highered.colorado.gov/academics/transfers/gtpathways/. Additional limitations on transfer credits may apply. The maximum transfer limit from a combination of all sources is 90 credits.

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

Graduate Transfer Information

A maximum of nine semester hours of credits from a regionally accredited institution may be transferred and applied to a CSU Global degree, provided that each transferred course has a grade equivalent to B- or higher and that the credits have not been previously applied to the student’s undergraduate degree or to the student's previous conferred master’s degree(s). Certain limitations to include origin of the specific credit and accreditation of originating institution are factors when determining transfer of credit. When
making substitutions for courses within the major or specialization, coverage of outcomes should approximate at least a minimum of 70 percent.

**Time Limitation of Credit Transfer**

Credit earned 10 or more years prior to the date of admission will not be transferred for all graduate programs unless approved by the Provost or their designee. Courses completed 10 or more years before the date of graduation, either at CSU Global or at some other institution, will not be accepted as satisfying graduation requirements without the approval of the Provost or their designee.

**International Credit**

CSU Global may accept undergraduate or graduate credit that has been earned at non-U.S. institutions if the coursework is consistent in level and content with courses offered at regionally accredited U.S. institutions. Transcripts must be reviewed by an approved evaluation service in order to be considered for transfer. Official transcript evaluations must be sent directly from the evaluation service to CSU Global. Approved evaluation services are listed at [http://www.naces.org/](http://www.naces.org/). Transcripts evaluated by AACRAO ([http://www.aacrao.org](http://www.aacrao.org)) are also accepted. A course-by-course evaluation is required and must demonstrate a U.S. equivalent to the institution, accreditation, the degree type, and cumulative GPA. All submitted evaluations that do not include a GPA will be reviewed and are subject to provisional admission requirements. All admissions standards apply. Students who would like international courses applied to the major, math or English composition, must submit a syllabus translated into English by a NACES approved member or AACRAO. Acceptance of credit to be applied toward a major requirement will be determined by faculty.

**Non-Acceptance of Credit**

Transfer credit will not be accepted for courses that duplicate or significantly overlap each other in content and learning outcomes. Transfer credit for undergraduate coursework may not be applied in a graduate degree or certificate.

Alternative credit, Prior Learning Assessment, Portfolio projects are not allowed in transfer to graduate or certificate programs. Up to 3 credits of Co-operative education courses in combination with all other transfer credit may be accepted in transfer for a graduate or certificate program upon review and approval of Program Chair.

**Credit Evaluation Appeals Process**

If a student disputes the evaluation of graduate level credit transfer, the student must file a written appeal with the Office of the Registrar. The Office of the Registrar will review the appeal and notify the student in writing of the decision, including the rationale.

If a student disputes the decision, the student may submit a Provost appeal. The appeal will be reviewed by the Provost or their designee. A final decision will be made and the student will be notified in writing of
the decision, including the rationale.
I enjoy being part of the learning and knowing that I am not alone in my journey. The discussion boards are great and I enjoy meeting other students and reading their stories.

—Fred Vigil, B.S. in Project Management Student
Academic Policies

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

Catalog Requirements

Students may graduate under the program requirements in the catalog for the term in which they are first enrolled in a course, provided they complete graduation requirements within a continuous period of no more than 10 years. If a student withdraws or is withdrawn for any reason from CSU Global, re-admittance will be governed by the catalog current at the time of re-admission, and may see a change to their degree plan and total earned and transferred credit upon re-entry. Students who submit a catalog appeal upon re-entry understand that an approved catalog appeal only preserves the major and specialization core list of classes required. Catalog appeals do not preserve transfer or resident-earned credit. If a student changes their degree program, their catalog will be updated according to University policy. Any exceptions to the policy must have prior approval from the university. Students may also elect to follow any subsequent catalog.

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

Unit of Credit

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

Change of Program

Students may change their majors (programs of study). All program changes must be made through the Office of the Registrar with the approval of the appropriate Student Success Counselor. Students will receive updated degree plans showing applicability of completed and transfer work to the new degree plan.

Institutional Degree Requirements
Undergraduate Requirements

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

- Be admitted without condition to a baccalaureate degree program as a degree seeking student.
- Students must successfully complete a minimum of 120 semester hours of credit with an earned grade point average of 2.00 or better for all CSU Global credits attempted and included in the GPA computation. Courses numbered below the 100-level cannot be applied toward graduation.
- Students must successfully complete a minimum of 30 upper-division semester hours of credit.
- Students must satisfactorily complete all general education requirements.
- Students must successfully complete the requirements for an approved program major. Some programs may require completion of a specialization outside the major field.
- Students who have transfer credit applied to a major degree requirement may be required to complete a faculty-approved upper division substitution.
- Grades of D or lower are not acceptable for meeting baccalaureate level major or specialization requirements.
- A minimum of 30 semester hours of credit must be earned at CSU Global. Prior Learning Assessment (PLA) does not count toward the minimum 30 credit hours earned at CSU Global. This policy may not apply for some students transferring credit from institutions within the CSU System.
- A minimum of 50 percent of major coursework must be completed at CSU Global.
- For degree purposes, CSU Global accepts a maximum of 64 semester hours of lower-division credit from community or junior colleges.
- CSU Global accepts a maximum of 60 credits from a combination of all nontraditional sources.
- Degree candidates must submit an application for graduation. Degrees are conferred within 30 days of the close of each term and only after the student has completed all the degree requirements.
- Additional majors or specializations will not be awarded or posted to a transcript after a baccalaureate degree has been granted.
- Once a degree has been awarded, the student cannot repeat courses in order to improve their grade point average.
- Students must meet all financial obligations to the institution prior to receiving a final transcript or diploma.

Major Requirements

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

Specialization Requirements

Students may choose to complete a specialization as part of their baccalaureate degree program. Some programs may require that a specialization be taken in addition to the major coursework.

Undergraduate specializations consist of a sequence of five courses in a specific academic discipline. Not
all specializations are available for all baccalaureate degree programs, and some courses may require the completion of additional prerequisites.

General Education Program

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

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

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

Program Learning Outcomes

- Describe and critique the objective and subjective meaning of art and humanistic scholarship within a global context.
- Apply critical reasoning grounded in the paradigms of the humanities and the sciences to academic analyses, and to decisions made in everyday life.
- Explain and apply the theories, concepts, practices, and symbolic systems of meaning of the natural and physical sciences; construct a framework to communicate scientific knowledge with both experts and laypersons.
- Integrate reasoning, critical thinking, APA style, and proper grounding in the arts and sciences through written communications, the result of which will be a writing portfolio.
- Describe and critically analyze the key events and broad narrative of United States history; apply historical thinking to contemporary issues.
- Apply logic, algebra, statistics, probability, geometry, and number theory to quantitative reasoning and problem-solving.
- Apply social and behavioral sciences to construct a framework for analysis of the links -- including social media -- among individuals and communities and the constitutive roles of social organization and social power.

<table>
<thead>
<tr>
<th>Undergraduate General Education Requirements (31 Credits Total)</th>
<th>CSU Global Offerings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written Communications (6 credits)</td>
<td>ENG101, ENG102, and COM300</td>
</tr>
<tr>
<td>Mathematics (3 credits)</td>
<td>MTH109, MTH122, MTH156, MTH166, MTH201, MTH350, and MTH410</td>
</tr>
<tr>
<td>Arts &amp; Humanities/History/Social &amp; Behavioral Sciences (15 credits total)</td>
<td></td>
</tr>
<tr>
<td>Arts &amp; Humanities (6 credits)</td>
<td>ENG130 and HUM101</td>
</tr>
</tbody>
</table>
Social & Behavioral Sciences (3-6 credits)  
POL101, PSY235, SOC101, SOC300, SOC310,  
ECN205, ECN210, and ECN215  

History (3 credits)  
HST201, HST202, HST300, and HLS350  

Natural & Physical Sciences (7 credits)  

Course with Required Laboratory (4 credits)  
PHY101, BIO121 + BIO121L, BIO200, BIO202,  
BIO204, CHE101, and GEO101C  

Lecture Course, No Required Lab (3 credits)  
BIO121, BIO201, BIO216, and HPR108  

(Upper-division courses cannot be used for both GE and Major Credit)

**gtPathways Guaranteed Transfer**

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

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

The following CSU Global courses have been approved for gtPathways Guaranteed Transfer. For more information, visit: [http://highered.colorado.gov/Academics/Transfers/gtPathways/](http://highered.colorado.gov/Academics/Transfers/gtPathways/).

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<th>CSU Global Offerings</th>
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### Course Substitutions/Waivers

Program Chairs (PC) or Lead Faculty (LF) may approve a course substitution request for a student as long as the PC or LF can demonstrate that the program learning outcomes and degree requirements will be met. The following limits will be applied:

- Students must be in good academic standing to request a substitution (e.g. Undergraduate 2.0 or higher, Graduate 3.0 or higher, not a Provisional Admission).
- Students enrolled in a Master’s program may request to substitute out a maximum of three courses or **nine credits** total from core degree and/or any declared specialization.
- Students enrolled in Graduate Certificate programs may request to substitute out a maximum of one course or **three credits** from their certificate program.
- Students enrolled in a Bachelor’s program may request to substitute out a maximum of five courses or **15 credits** total from core degree and/or any declared specialization(s).
- Students enrolled in Undergraduate Certificate programs may request to substitute out a maximum of two courses or **six credits** from their certificate program.
## SuccessReady® Career Skills Provide a Solid Foundation for Workplace Success

CSU Global has embedded SuccessReady® Career Skills within the General Education course curriculum. This curriculum was designed to help students cultivate the workplace skills that employers have deemed necessary for career success and advancement.

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## Baseline Skills

| Building Effective Relationships          |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Creativity                                |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Creative Thinking                         |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Critical Thinking                         |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Leadership                                |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Listener                                  |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Organizational Skills                     |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Positive Disposition                      |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Presentation Skills                       |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Problem-Solving                           |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Research                                  |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Team Work & Collaboration                 |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Time Management                           |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Writing                                   |        |         |        |        |        |        |        |        |         |         |        |        |        |        |

## Business-Enabling Skills

| Communicating Data                        |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Oral & Written Communication              |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Project Management                        |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Building Effective Relationships          |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Team Performance                          |        |         |        |        |        |        |        |        |         |         |        |        |        |        |

## New Economy Skills

| Active Listening                          |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Cognitive Flexibility                     |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Complex Problem-Solving                   |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Coordinating With Others                  |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Creativity                                |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Critical Thinking                         |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Emotional Intelligence                    |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Judgment & Decision-Making                |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| People Management                         |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Diversity                                 |        |         |        |        |        |        |        |        |         |         |        |        |        |        |

## Digital Skills

<p>| Baseline Digital                          |        |         |        |        |        |        |        |        |         |         |        |        |        |        |
| Productivity Software                     |        |         |        |        |        |        |        |        |         |         |        |        |        |        |</p>
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Graduate Requirements

Each graduate program at CSU Global has specific graduation requirements that must be met prior to graduation. Most graduate degree programs consist of eight core courses and a four course specialization, for a total of 12 courses. Degree programs with a concentration consist of six core courses and six courses within the concentration area. Each CSU Global graduate course is three credits.

Students must fulfill the following requirements for a graduate degree:

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

Major Requirements

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

Specialization Requirements

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

Management and International Management Requirements

Some business-related graduate programs carry unique degree requirements, in addition to the aforementioned requirements. These programs are BS in Business Management, BS in Accounting, MS in Management, Master of Finance, Master of Professional Accounting, BS in Human Resource Management, Master of Human Resource Management, BS in Marketing, BS in Management Information Systems, and MS in International Management. Students entering these programs should have sufficient background in core business areas to be successful.
Incoming students who do not have an undergraduate or graduate business-related degree from an ACBSP-accredited program are required to take BUS500 Foundations of Business as a prerequisite. Students who have successfully completed a similar ACBSP-prerequisite course or program at another institution will not be required to take BUS500. To determine if the requirement can be waived, the undergraduate business program will be reviewed for equivalency, in accordance with CSU Global transfer policies.

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

**Master of Professional Accounting, Master of Finance, and Master of Human Resources**

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

**Learning Outcomes**

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

**Learning Outcome Assessments**

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

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

—Fred Vigil, B.S. in Project Management Student
Bachelor’s Degrees

CSU Global offers 15 undergraduate programs, which lead to Bachelor of Science degrees:

- Accounting
- Business Management
- Computer Science
- Criminal Justice
- Cybersecurity
- Finance
- Healthcare Administration and Management
- Human Resource Management
- Human Services
- Information Technology
- Interdisciplinary Professional Studies
- Management Information Systems and Business Analytics
- Marketing
- Organizational Leadership
- Project Management

Major in Accounting

Students in the Bachelor of Science in Accounting (BSACT) will receive the accounting fundamentals, analytical skills, and professional capabilities needed to contribute to an organization’s success in an artificial intelligence enhanced accounting environment. Using real-world scenarios, cases, and hands-on practice, students will use automation, business intelligence, and data analytics to identify, analyze, and perform comprehensive accounting tasks and procedures to enable them to compete in the accounting and global business environment. Students will acquire fundamental knowledge in legal compliance, ethics, finance, marketing, leadership, economics, information systems, and quantitative decision-making.

The Bachelor of Science in Accounting students will be ready for careers in private, public, nonprofit, and governmental accounting. Students will be ready to sit for the Certified Management Accountant examination (CMA) and prepared to complete the requirements to sit for the Certified Public Accountant Examination (CPA) at the graduate level. The BSACT is accredited by the Accreditation Council for Business Schools and Programs (ACBSP).

Program Learning Outcomes

- Apply accounting principles, standards, and practices to analyze data in an environment of artificial intelligence (AI).
- Collaborate using automation, business intelligence, and data analytics to perform business functions, communicate information, and facilitate workplace solutions.
- Analyze relevant ethical and regulatory trends affecting domestic and international accounting in the global business environment.
• Evaluate accounting processes, systems, and financial data to identify opportunities for continuous improvement of business processes and application of business intelligence (BI).
• Demonstrate accounting and leadership skills using automation, business intelligence, and data analytics.

Courses

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

• ORG300 - Applying Leadership Principles
• MKG310 - Introduction to Marketing
• MGT315 - Business Law
• COM420 - Strategic Communication of Data Analysis
• ACT300 - Principles of Accounting I
• ACT325 - Principles of Accounting II
• ACT350 - Intermediate Accounting I
• ACT360 - Intermediate Accounting II
• ACT406 - Business Intelligence in Taxation
• ACT410 - Government and Non-Profit Accounting
• ACT425 - Information Systems for Accounting
• ACT450 - Auditing
• ACT460 - Cost Accounting
• ACT465 - Forensic Accounting and Business Valuation with Artificial Intelligence
• ACT470 - Advanced Accounting
• ACT480 - Capstone: Accounting Research and Analysis

Note: ACT495 - Accounting Practicum is an optional course that will provide students with practical experience in organizations specific to accounting. This course may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.

Major in Applied Social Sciences

Please note: we are no longer accepting students into this program, as of the 2018-2019 Fall-A trimester. Students currently enrolled in the program are not affected by this change. If you were interested in enrolling in this program, please contact an Enrollment Counselor at 800-920-6723 to discuss alternatives.

The Bachelor of Science in Applied Social Sciences program is a degree-completion program that investigates the human experience and examines how structures, relationships, and ideas of the social world relate to human behavior. This degree prepares graduates for a wide variety of careers and emphasizes critical thinking, interpersonal awareness, and team-building skills. Students build practical knowledge and skills in written and interpersonal communication, analytical reasoning, and decision-making. The degree allows students to select courses in major disciplines in the social sciences, namely, economics, history, political science, communications, criminology psychology, and sociology. Students
develop the ability to think critically through the examination of principles and practices that underpin various social science disciplines as they relate to historic and contemporary social phenomenon. Upon completion of the degree, students integrate theory, social research skills, and professional experience preparing them for employment in the workforce in public, private, & community settings.

Program Learning Outcomes

- Demonstrate effective written communication and analytical skills.
- Apply social and political perspectives to a professional setting.
- Develop critical thinking, quantitative reasoning, and decision-making skills.
- Examine the principles and practices that underpin social science disciplines.
- Analyze impact of ethical behaviors within a professional environment.

Courses

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

- ORG300 - Applying Leadership Principles
- SOC300 - Working in Modern Society
- HSM320 - Human Development
- COM305 - Communication in the Global Information Age
- SOC310 - Race, Gender and Ethnic Relations in the US
- ORG303 - Applied Organizational Psychology
- ITS325 - Technology, Ethics, and Global Community
- SOC460 - Community Development
- SOC470 - Evaluation of Research and Theory in the Social Sciences
- SOC480 - Capstone: Applying the Social Sciences

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

Major in Business Management

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

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

Program Learning Outcomes

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

Courses

The Bachelor of Science in Business Management program consists of 10 three-credit courses, plus 2 three-credit prerequisites, listed in the suggested order of completion:

- ORG300 - Applying Leadership Principles
- MGT300 - Principles of Management
- MIS300 - Information Systems Design and Management
- MGT405 - Management in the Global Economy
- ACT300 - Principles of Accounting I
- MKG310 - Introduction to Marketing
- MGT315 - Business Law
- 
- MTH410 - Quantitative Business Analysis
- MGT481 - Capstone: Business Policy Development and Implementation

Note: MGT495 is an optional course that students engage in to gain practical business management experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies.

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

As of Spring A 2020, the Dual Enrollment Option is no longer available for new registration. The Dual Enrollment Option allows highly qualified, well-prepared students in the B.S. in Business Management
program an opportunity for early admission into the M.S. in Management program. Additionally, accepted students will be able to complete three graduate-level courses in place of three specific undergraduate core courses and apply the resulting nine credits to both their bachelor’s and master’s degree programs through institutional transfer. Students are required to meet all undergraduate degree requirements (including completion of their capstone) in order for their bachelor’s degree to be conferred. Students must complete a minimum of 12 upper division core credits at CSU Global before applying for the dual enrollment option. The following course substitutions will apply to the B.S. in Business Management core requirements for students accepted for the Dual Enrollment Option:

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<tr>
<th>Undergraduate Core Course to be Replaced</th>
<th>Graduate-Level Course Replacement</th>
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<tr>
<td>MGT315 - Business Law</td>
<td>HRM515 - Legal and Human Resources Dimensions of Business Management</td>
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<tr>
<td>ECN400 - Managerial Economics</td>
<td>ECN500 - Global Economics</td>
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<tr>
<td>FIN400 - Analyzing Financial Statements</td>
<td>FIN500 - Principles of Finance</td>
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</table>

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

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

**Major in Communication**

Please note: We are no longer accepting students into this program, as of the 2017-2018 Spring-A trimester. Students currently enrolled in the program are not affected by this change. If you were interested in enrolling in this program, please contact an Enrollment Counselor at 800-920-6723 to discuss alternatives.

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

**Program Learning Outcomes**
• Apply leadership, critical-thinking, problem-solving, creativity, and strategic-communication skills to a variety of communication scenarios.
• Investigate interpersonal, intercultural, and organizational communication.
• Evaluate the impact of diversity and culture on global communication practices.
• Analyze ethical issues, legal environments, and organizational influences on communication effectiveness.
• Create communication pieces using communication theories and concepts for diverse audiences and purposes through the integration of oral, written, visual, and online media.
• Develop professional collaborations, strategic-communication efforts, and knowledge-building behavior pertaining to the communication area.
• Illustrate proficiency in organizational, media, visual, informational, and technological literacy.

Courses

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

• ORG300 - Applying Leadership Principles
• COM301 - Research and Writing for the Communications Professional
• COM305 - Communication in the Global Information Age
• COM310 - Interpersonal Communication
• COM315 - Intercultural Communication
• COM325 - Mass Communication and Society
• COM335 - Foundations of Strategic Communication
• COM400 - Strategic Communication
• HRM435 - Creating a Diverse and Ethical Workforce
• COM425 - Communication Conflict and Persuasion
• COM455 - Technical Communication
• COM480 - Capstone: Applied Communication Strategies

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

Major in Computer Science

Colorado State University Global’s Bachelor of Science in Computer Science Program (BSCS) provides students with a firm foundation of computing, mathematics, and many other skills required for today’s technology careers. The BSCS program places an emphasis on computing and system development allowing students to benefit from the growing demand for professionals that demonstrate a strong proficiency in system analysis and design.

Program Learning Outcomes

• An ability to apply knowledge of computing and mathematics appropriate to the program’s student
outcomes and to the discipline.
- An ability to analyze a problem, and identify and define the computing requirements appropriate to its solution.
- An ability to design, implement, and evaluate a computer-based system, process, component, or program to meet desired needs.
- An ability to function effectively on teams to accomplish a common goal.
- An understanding of professional, ethical, legal, security and social issues and responsibilities.
- An ability to communicate effectively with a range of audiences.
- An ability to analyze the local and global impact of computing on individuals, organizations, and society
- Recognition of the need for and an ability to engage in continuing professional development.
- An ability to use current techniques, skills, and tools necessary for computing practice.
- An ability to apply mathematical foundations, algorithmic principles, and computer science theory in the modeling and design of computer-based systems in a way that demonstrates comprehension of the tradeoffs involved in design choices.
- An ability to apply design and development principles in the construction of software systems of varying complexity.

Courses

The Bachelor of Science in Computer Science consists of the following courses, in the suggested order of completion:

- ORG300 - Applying Leadership Principles
- MTH166 - Pre-Calculus
- MTH201 - Calculus I
- CSC200 - Computer Science Fundamentals
- CSC205 - Logic and Design
- CSC210 - Introduction to Algorithms
- CSC300 - Operating Systems and Architecture
- CSC320 - Programming I
- CSC300 - Operating Systems and Architecture
- MIS350 - Information Systems Analysis and Design
- CSC372 - Programming II
- CSC400 - Data Structures and Algorithms
- CSC405 - Graphics and Visualization
- CSC410 - Artificial Intelligence
- CSC450 - Programming III
- CSC470 - Software Engineering
- CSC475 - Platform Based Development
- ITS315 - Introduction to Networks
- ITS325 - Technology, Ethics, and Global Community
- ITS410 - Database Management
- ITS415 - Principles of Cyber Security
- CSC480 - Capstone: Computer Science

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

Program Learning Outcomes

- Describe the main components of the criminal justice system.
- Discuss the theoretical approaches to deviance and crime.
- Determine how quantitative and qualitative research methods are used in the field of criminal justice.
- Apply ethical standards in the criminal justice system.
- Evaluate the balance between crime control strategies and appropriate civil liberties.
- Describe the needs of victims, offenders, and the affected community.
- Evaluate technology and its role in today’s criminal justice environment.

Courses

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

- ORG300 - Applying Leadership Principles
- CRJ300 - Introduction to Criminal Justice
- CRJ310 - Law Enforcement and American Policing
- CRJ305 - Criminology
- CRJ330 - Research Methods for the Criminal Justice Professional
- CRJ335 - Laws of Evidence
- CRJ425 - Criminal Law
- CRJ420 - Criminal Justice and the Constitution
- CRJ440 - Ethics for the Criminal Justice Professional
- CRJ480 - Capstone: Application of Criminal Justice Knowledge and Skills

Note: CRJ495 is an optional course that students may select if they currently work in a criminal justice setting. Students will be required to pass a criminal background check, including fingerprinting, prior to taking CRJ495. This course may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.
Major in Cybersecurity

The Bachelor of Science in Cybersecurity program is designed to prepare individuals for jobs in the growing area of security and intelligence. In this specialized program, students will gain the necessary knowledge of techniques and best practices for developing ethical solutions to enforce systems and network security. Students will have the necessary skills to pursue careers in network security, cybersecurity management, and cybersecurity operations. The curriculum will also prepare students for professional certification exams, such as Certified Cloud Security Professional (CCSP), Systems Security Certified Practitioner (SSCP), Certified Encryption Specialist (EC-Council ECES), Certified Incident Handler (EC-Council ECIH), CompTIA A+, CompTIA Network+, CompTIA Security+, CompTIA Project+, and other relevant Certifications. Students will gain competence in the areas associated with the Certified Information Systems Security Professional (ISC-CISSP) exam.

Program Learning Outcomes

- Analyze a complex computing problem and to apply principles of computing and other relevant disciplines to identify solutions.
- Design, implement and evaluate a computing-based solution to meet a given set of computing requirements in the context of the program’s discipline.
- Communicate effectively in a variety of professional contexts.
- Recognize professional responsibilities and make informed judgments in computing practice based on legal and ethical principles.
- Function effectively as a member or leader of a team engaged in activities appropriate to the program’s discipline.
- Apply security principles and practices to maintain operations in the presence of risks and threats.

Specific Admission Requirements

Students should have taken a Discrete Mathematics or equivalent course to ensure a strong understanding of analytical concepts that will be presented.

Courses

The Bachelor of Science in Cybersecurity consists of the following courses, in the suggested order of completion:

- MTH350 - Discrete Mathematics
- ORG300 - Applying Leadership Principles
- ITS310 - Introduction to Computer-Based Systems (Personal Computing)
- ITS315 - Introduction to Networks
- ITS350 - Information Systems and Security
- ITS360 - Introduction to Cyber Security and Digital Crime
Major in Finance

Using a firm grounding in the principles of business and economics, students in the Bachelor of Science in Finance gain an understanding of the core concepts of the field, including investments, corporate finance, and financial markets, and financial management. The program is designed to provide students with a strong understanding of the factors that influence financial decision making and will practice critical thinking skills to solve in-depth financial problems. Students will develop specific knowledge and skills in the areas of financial planning, corporate finance, financial markets, and investment management. The program will offer experience using industry tools to apply financial knowledge in practical applications. Students can choose to focus their studies in either the Corporate Finance or the Certified Financial Planner aligned Financial Planning emphasis.

Program Learning Outcomes

- Apply terminology, theories, concepts, practices and skills specific to the field of finance.
- Apply financial principals to practical business and personal finance situations.
- Perform financial analysis using quantitative concepts and techniques.
- Interpret financial statements and ratios.
- Examine investment and financial risk.
- Apply legislation, regulations, and principles of practice to financial scenarios.
- Communicate professionally through writing and presentations.

Courses

- ORG300 - Applying Leadership Principles
- ACT301 - Financial Accounting
- MTH410 - Quantitative Business Analysis
- COM420 - Strategic Communication of Data Analysis
- FIN400 - Analyzing Financial Statements
- FIN310 - Financial Analytics and Modeling
- FIN440 - Financial Strategy and Forecasting
- FIN480 - Capstone: Finance
The Bachelor of Finance program offers two emphases. Students should select one emphasis to complete as part of their degree requirements.

Students in this program will take either FIN480 or FIN481, depending on their area of emphasis.

Corporate Finance

*Please note, the emphasis in Corporate Finance is not open for enrollment until the Spring B term.

The emphasis in corporate finance will prepare students to serve as corporate financial analysts and for careers in corporate finance. Topics will include principles of corporate finance, working capital, risk management, and corporate finance, and will involve mathematical equations and the use of industry software tools.

**Emphasis Outcomes**

- Apply principles of corporate financial management including the interpretation of accounts, corporate governance, investment strategies and issues of risk and return.
- Evaluate the link between financial decisions, attitudes toward risk, and corporate value through application of financial theory and techniques.
- Develop a framework for valuation including the valuation of stocks and bonds, evaluation of investment opportunities, and firm valuation.
- Examine a company's cost of capital and sources of external funding for company operations.

Courses in the Corporate Finance Emphasis include:

- FIN330 - Corporate Finance
- FIN332 - Risk Management and Analysis
- FIN333 - Corporate Valuation
- FIN375 - Working Capital Management

Financial Planning

*Please note that the Financial Planning emphasis is not available for enrollment until the Spring B term.

The emphasis in financial planning is aligned to the Certified Financial Planner (CFP) designation and includes coursework to prepare for the entrance exam for the CFP and for successful transition into the career of a financial planner. Topics include financial planning, insurance and retirements planning, and personal income tax planning.

**Emphasis Outcomes**

- Explain regulations, requirements, standards and protections for professional conduct in financial planning.
- Create a financial plan incorporating financial planning concepts, strategies, tools, and principles.
- Explain and recommend appropriate insurance options based on client needs analysis.
- Describe investment principles and strategies to assist client in portfolio development.
- Discuss education planning and financing principles.
- Analyze personal tax implications, consequences, and management techniques.
- Develop retirement savings and income plan that includes estate planning.

Courses in the Financial Planning Emphasis include:

- FIN321 - Retirement and Real Estate Planning
- FIN322 - Personal Income Tax Planning
- FIN323 - Developing the Financial Plan
- FIN320 - Introduction to Insurance and Investment Planning

Major in Healthcare Administration and Management

Puerto Rico residents (only): This program does not fulfill the territory’s requirement needed to work as a Healthcare Administrator in Puerto Rico.

The Bachelor of Science in Healthcare Administration and Management builds foundational core-competency skills in management and supervision, industry policy, economics, communication, decision-making, strategic planning, operations, information systems and finance. Additionally, students gain knowledge and an increased comprehension of systems relating to quality improvement, risk management, managed care, supply chain management, insurance, healthcare regulation, ethics, population health, and other information and practices significant in managing in a multifaceted healthcare environment.

Program Learning Outcomes

- Distinguish between the roles, functions, and impact of an effective healthcare manager.
- Evaluate existing healthcare management industry practices.
- Critique areas of healthcare finance, policy, operations management, ethical, and strategic dilemmas.
- Synthesize the value of healthcare operational leadership.
- Analyze the impact of population health, information systems and technology trends on healthcare patient outcomes.
- Summarize practical operations and management knowledge and frameworks to the healthcare environment.

Courses

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

- ORG300 - Applying Leadership Principles
- HCM301 - Accounting and Finance for Healthcare Managers
- HCM310 - Introduction to the U.S. Healthcare System
- HCM320 - Introduction to Health Policy
- HCM345 - Health Law and Ethics
- HCM370 - Quality and Risk Management in Healthcare
- HCM375 - The Economics of Healthcare
- HCM400 - Managed Care and Health Insurance
- HRM300 - Principles of Human Resource Management
- MGT410 - Project Management
- HCM410 - Healthcare Operations Management
- HCM430 - Population Health Management
- HCM450 - Healthcare Information Systems
- HCM460 - Introduction to Healthcare Strategy
- HCM481 - Capstone: Healthcare Analysis and Policy Development

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

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

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

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

<table>
<thead>
<tr>
<th>Undergraduate Core Course to be Replaced</th>
<th>Graduate-Level Course Replacement</th>
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<tbody>
<tr>
<td>HCM345 Health Law and Ethics</td>
<td>HCM515 Health Law and Ethics</td>
</tr>
<tr>
<td>HCM370 Quality and Risk Management in Healthcare</td>
<td>HCM520 Quality and Performance Improvement in Healthcare</td>
</tr>
<tr>
<td>HCM450 Healthcare Information Systems</td>
<td>HCM570 Healthcare Information Systems</td>
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</tbody>
</table>

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

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

Through the Bachelor of Science in Human Resource Management, students will gain the fundamental knowledge and competencies needed to succeed in a dynamic and evolving human resources field. Students will learn the concepts, practices, and skills needed to become competent human resource professionals and how to manage effectively, motivate, develop, and grow employees, thereby enhancing organizational growth and advancement. Specific areas of study include human resource management in a diverse global workforce, employment law, talent acquisition, and employee total rewards. Students will gain technological and analytical perspectives in all areas of Human Resource Management. This program aligns with the Society for Human Resource Management’s HR Curriculum Guidebook and Templates, and it is ACBSP accredited.

Program Learning Outcomes

- Assess various human resource-related strategies, programs, and initiatives that can motivate and grow employees.
- Identify the importance of aligning organizational and HR strategic goals.
- Create talent acquisition strategies to attract and retain a competitive, successful, globally focused, and diverse workforce.
- Evaluate national and international laws and regulations that impact employment processes and organizational strategies.
- Create strategies to build effective workplace policies.

Courses

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

- ORG300 - Applying Leadership Principles
- MGT350 - Business Policy and Strategy
- HRM300 - Principles of Human Resource Management
- HRM350 - Compensation and Performance Management
- HRM470 - Human Resource Management in a Global World
- HRM435 - Creating a Diverse and Ethical Workforce
- HRM445 - Labor Relations and Employment Law
- HRM440 - Recruitment, Selection and Employee Development
- HRM460 - Organizational Development
- HRM481 - Capstone: Human Resource Management

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

The Bachelor of Science in Human Services provides students with an understanding of programs designed to meet community and social welfare needs among varied populations. Students gain the practical knowledge necessary for assisting others in individual, family, group, organization, and community settings. Advanced topics include human development, intervention methods, case management, and human services administration.

Program Learning Outcomes

- Demonstrate effective written communication and analytical skills.
- Develop an understanding of the nature and purpose of human services by exploring the role and function of human services workers in a variety of micro and macro settings.
- Analyze the impact of diversity and culture in the field of human services.
- Evaluate ethical, legal, and organizational influences on human services organizations.
- Develop intervention and case management skills.
- Assess administrative responsibilities in human services organizations.

Courses

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

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

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

The Bachelor of Science in Information Technology program provides students knowledge, skills and proficiency for current and future information technology jobs and prepares graduates for professional certification exams from organizations such as CompTia, Microsoft, and Amazon. Students will gain fundamental knowledge of information technologies and develop computational strategies to solve complex business problems. Specializations in multiple subject matters in Cybersecurity, Virtualization and Cloud Computing, and Web Application Development are available. Through these students receive enhanced, targeted skills and additional certification preparation. Upon completion of the degree program, students will have a foundational and practical knowledge across the field of information technology. Note: Students in the IT program are prepared to work with, administer, and operate a variety of operating systems. To be successful in the program, students must have access to a Windows-based operating system and the Microsoft Office Suite.

Program Learning Outcomes

- Apply knowledge of computing and mathematics appropriate to the program’s student outcomes and to the discipline.
- Analyze a problem and identify and define the computing requirements appropriate to its solution.
- Design, implement, and evaluate a computer-based system, process, component, or program to meet desired needs.
- Function effectively on teams to accomplish a common goal.
- Apply an understanding of professional, ethical, legal, security and social issues and responsibilities.
- Communicate effectively with a range of audiences.
- Analyze the local and global impact of computing on individuals, organizations, and society.
- Recognize the need for and an ability to engage in continuing professional development.
- Utilize current techniques, skills, and tools necessary for computing practice.
- Apply current technical concepts and practices in the core information technologies of human computer interaction, information management, programming, networking, and web systems and technologies.
- Analyze user needs and take them into account in the selection, creation, evaluation and administration of computer-based systems.
- Effectively integrate IT-based solutions into the user environment.
- Understand best practices and standards and their application.
- Create an effective project plan.

Courses

The Bachelor of Science in Information Technology program consists of 13 three-credit courses, listed in the suggested order of completion:

- MTH350 - Discrete Mathematics
- ORG300 - Applying Leadership Principles
- ITS330 - Web Design and Development
- ITS335 - Human Computer Interaction
• ACT301 - Financial Accounting
• ITS310 - Introduction to Computer-Based Systems (Personal Computing)
• ITS315 - Introduction to Networks
• ITS320 - Basic Programming
• ITS350 - Information Systems and Security
• ITS400 - Information Technology Project Management
• ITS405 - Intermediate Networking
• ITS410 - Database Management
• ITS430 - Network Enterprise Solutions
• ITS480 - Capstone: Information Technology

Note: ITS325, ITS420, and ITS495 are optional courses that will provide students with practical experience in organizations specific to information technology. ITS495 may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.

Major in Interdisciplinary Professional Studies

The Bachelor of Science in Interdisciplinary Professional Studies is an individualized program designed to equip students with the knowledge and abilities necessary to effectively and efficiently work in current and future industries that drive local and global economic prosperity. Emphasis is placed on effective communication, quantitative skills, global awareness, social responsibility, technology, critical-thinking skills, business skills, strategic innovation, and a commitment to lifelong learning.

Program Learning Outcomes

• Demonstrate critical thinking and decision-making skills based on interdisciplinary knowledge.
• Communicate across disciplines using multiple technologies and media.
• Integrate the knowledge from a wide variety of disciplines to have a better understanding of the world as a global society.
• Demonstrate the skills needed for ethical reasoning and problem-solving.

Courses

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

• ORG300 - Applying Leadership Principles
• IPS450 - Individualized Learning Portfolio

Note: One approved course listed on the charts below must be taken from each of the following content areas:

• Communications
• Quantitative skills
• Global Awareness
• Social Responsibility
• Technology
• Critical Thinking
• Business
• Strategic Innovation

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

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

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<th>COURSE CODE</th>
<th>PREREQUISITE</th>
<th>TITLE</th>
<th>Communication</th>
<th>Quantitative Skills</th>
<th>Global Awareness</th>
<th>Social Responsibility</th>
<th>Technology</th>
<th>Critical Thinking</th>
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### Customizing Your Interdisciplinary Professional Studies Course List

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<th>PREREQUISITE</th>
<th>TITLE</th>
<th>Communication</th>
<th>Quantitative Skills</th>
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# Customizing Your Interdisciplinary Professional Studies Course List

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Major in Management Information Systems and Business Analytics

Students in the Bachelor of Science in Management Information Systems and Business Analytics are prepared to be organizational leaders through the use of system design, data management, and business analytics. Students will learn to improve decision-making and processes in core business concepts, including management, marketing, and accounting through the use of information systems and data analysis in global contexts. Students will learn the ethical and legal aspects of data and information as this knowledge is critical to all organizations. Technical topics include systems analysis and design, database design, statistics, and data collection and analysis. The accredited online Management Information Systems degree consists of 12 three-credit major courses as part of 120 credit hour bachelor’s degree. Core courses are designed to build practical knowledge and skills to help you advance your career.

Program Learning Outcomes

- Apply Ethical and legal principles to information systems.
- Examine the differences in global business practices related to information systems.
- Utilize systems analysis to manage complex information systems projects.
- Design business intelligence solutions to achieve organizational objectives.
- Analyze complex data to support analytical business decisions.
- Design relational databases to efficiently collect, store, and manage data.

Courses

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

- ORG300 - Applying Leadership Principles
- MIS300 - Information Systems Design and Management
- MIS350 - Information Systems Analysis and Design
- ITS320 - Basic Programming
- ACT301 - Financial Accounting
- ITS325 - Technology, Ethics, and Global Community
- MIS370 - Web Analytics
- MIS407 - Database Concepts
- MIS445 - Statistics in Business Analytics
- MIS450 - Data Mining
- MIS470 - Data Science Foundation
- MIS480 - Capstone: Business Analytics and Information Systems

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

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

Program Learning Outcomes

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

Courses

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

- ORG300 - Applying Leadership Principles
- MKG310 - Introduction to Marketing
- MKG330 - Consumer Behavior
- MKG340 - Product and Brand Management
- MKG350 - Promotion and Public Relations
- MKG400 - International and Multi-Cultural Marketing
- MKG420 - Digital Marketing
- MKG440 - Strategic Marketing
- MKG470 - Market Research
- MKG480 - Capstone: Marketing Strategy and Execution

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

**Major in Organizational Leadership**

The Bachelor of Science in Organizational Leadership program is designed to provide today’s managers and organization leaders with the foundational understanding of competitive knowledge, skills, and abilities. Courses in this degree-completion program build an understanding of basic management functions, organizational behavior, organizational design and structure, workplace psychology applications, leadership communication skills, policy development, project management, legal issues, and information technology management. Upon the completion of this degree, students will have the knowledge of these leadership and management skills to provide a foundation for operating in today’s global organizations.

**Program Learning Outcomes**

- Demonstrate the application of effective communication and research skills.
- Apply proficient leadership skills to strategic organizational development and change.
- Examine ethical behaviors and outcomes of decisions within organizations and possible impact to society.
- Practice critical thinking skills for competent analysis in decision-making.
- Evaluate leadership in a diverse professional setting.
- Plan to lead through new technologies and a global mindset.

**Courses**

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

- ORG300 - Applying Leadership Principles
- ORG303 - Applied Organizational Psychology
- ORG429 - Ethics and Law in Organizations
- ORG400 - Leading Teams in Organizations
- ORG430 - Vision and Transformation: Leading Forward
- ORG420 - Leading Organizational Change
- ORG405 - Principles and Practices of Effective Leadership
- ORG423 - Communication Strategies for Leaders
- ORG470 - Leading Through Conflict Resolution
- ORG480 - Capstone: Organizational Leadership

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

**Major in Project Management**

The Bachelor of Science in Project Management provides students with the opportunity to analyze and apply theories and concepts associated with temporary endeavors undertaken to create a unique product, service, or result. Learners will focus on contracts, asset procurement, risk, project planning, scheduling, monitoring, control, and earned value methods in addition to examining the costs and benefits of total quality management. Students will also learn to apply the soft skills associated with leadership, communication, and team building as they relate to the project management knowledge areas.

**Program Learning Outcomes**

- Apply knowledge of management and leadership theories as they relate to project, program, and portfolio management.
- Apply effective communication, technology, and research skills.
- Examine tools and techniques of initiating, planning, executing, monitoring, and closing projects.
- Demonstrate critical thinking skills for effective analysis and decision making.
- Demonstrate well-honed skills in project quality management.
- Analyze the implications of diversity/culture and managing projects in an international setting.

**Courses**

The Bachelor of Science in Project Management program consists of 11 three-credit courses, listed in the suggested order of completion:

- ORG300 - Applying Leadership Principles
- MGT300 - Principles of Management
- OPS400 - Operations Management
- PJM310 - Introduction to Project Management
- PJM330 - Effective Project Scheduling and Control
- PJM380 - Project Management Tools
- PJM410 - Assessing and Managing Risk
- PJM460 - Project Leadership
- PJM480 - Capstone: Project Management
- PJM400 - Project Procurement and Contract Management
- PJM440 - Project Quality Management

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

MGT410, Project Management, can be taken in place of PJM310; however, students who take MGT410 should not take PJM310.
Major in Public Management

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

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

Program Learning Outcomes

- Demonstrate knowledge of leadership theories in organizations.
- Demonstrate the application of effective written communication and research skills.
- Develop critical thinking skills for effective analysis in decision-making.
- Demonstrate knowledge of public organization design and structure.
- Identify ethical behaviors and outcomes of decisions within a professional environment.

Courses

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

- ORG300 - Applying Leadership Principles
- PMG300 - Public Administration
- MGT302 - Modern Organizational Theory
- PMG320 - Public Policy and Strategy
- FIN350 - Principles of Finance for the Public Sector
- PMG370 - Fundraising and Grant Writing
- PMG420 - Public Relations
- PMG430 - Human Resource Management in the Public Sector
- SOC460 - Community Development
- PMG480 - Capstone: Applied Public Management Skills
Undergraduate Certificates

CSU Global offers credentialed undergraduate certificates that may be declared as a single program of study. Students interested in undergraduate certificate programs must meet university requirements for standard or provisional admission. Certificates may be financial-aid eligible. Please contact a Student Success Counselor with any questions regarding these programs.

Undergraduate Certificate in Business Administration

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

Certificate Learning Outcomes

- Apply management skills in decision-making and analysis of the organizational structure.
- Examine ethical behaviors and legal implications of an organization in social, environmental, and corporate environs.
- Evaluate the role of a manager in the global economy.
- Develop critical-thinking skills for analysis in strategic planning and innovation.
- Explain and apply varied leadership styles and techniques for creating and enhancing organizational competitiveness and career plans.

Special Admission Requirements

This specialization is available to students in all undergraduate programs except Business Management.

Courses

- ORG300 - Applying Leadership Principles
- MGT300 - Principles of Management
- MKG310 - Introduction to Marketing
- MGT315 - Business Law
- MGT351 - Organizational Innovation and Change
- HRM300 - Principles of Human Resource Management

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

Certificate Learning Outcomes

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

Courses

- CSC320 - Programming I
- CSC372 - Programming II
- CSC400 - Data Structures and Algorithms
- CSC450 - Programming III
- CSC470 - Software Engineering
- CSC475 - Platform Based Development

Undergraduate Certificate in Cyber Security

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

Certificate Learning Outcomes

- Demonstrate the ability to differentiate between various types of systems security threats that can lead to the loss of a major system security goal.
- Demonstrate comparative understanding of benefits gained from applying various security
measures to enterprise infrastructure.

- Evaluate the impact of hacker and computer espionage activities on the overall security of the organization.
- Describe and utilize methods and tools to maintain access to systems during penetration testing.
- Identify the common attacks on IT networks and explain how the motivations behind them have evolved over time.

Courses

- ITS315 - Introduction to Networks
- ITS350 - Information Systems and Security
- ITS360 - Introduction to Cyber Security and Digital Crime
- ITS415 - Principles of Cyber Security
- ITS425 - Ethical Hacking and Penetration Testing
- ITS455 - Digital Forensics and Investigations

Undergraduate Certificate in Data Management and Analysis

The Undergraduate Certificate in Data Management and Analysis, an 18 credit-hour stand-alone program, is designed for undergraduate students who are not majoring in MIS and Business Analytics and would like to broaden their skills in data management and analysis. Students will learn the entire spectrum of data analytics and management including database concepts, communication of analytics, statistics, data mining, and Python, SAS, and R programming. Students interested in these courses should have a firm knowledge of basic computing skills including the ability to grasp and understand new data processing and analytics concepts that relate to information systems.

Certificate Learning Outcomes

- Apply database programming using SQL.
- Utilize visualization and presentations to communicate the results of analytics.
- Analyze data using R, SAS, and Python programming.
- Use statistical analysis in the decision-making process.

Courses

- ITS320 - Basic Programming
- MIS407 - Database Concepts
- MIS445 - Statistics in Business Analytics
- COM420 - Strategic Communication of Data Analysis
- MIS450 - Data Mining
- MIS470 - Data Science Foundation
Undergraduate Certificate in Digital Marketing

The Title IV Undergraduate Certificate in Digital Marketing is a 15-credit hour offering that provides students with a working knowledge of digital marketing skills leading to the compilation of an effective digital marketing campaign. Students will obtain a working knowledge of the use of email, websites, social media, mobile marketing, video marketing and display advertising as well as SEM, SEO and PPC.

Certificate Learning Outcomes

- Apply current digital theory in the field of marketing.
- Explain the impact of global competition, market forces and other external factors on the success and failure of specific digital marketing initiatives.
- Use digital market research tools and predictive analytics tools.
- Demonstrate analytical and critical-thinking skills with direct application to business/marketing environments through technology.

Courses

- MKG310 - Introduction to Marketing
- MKG370 - Website and Content Marketing
- MKG380 - Social Media Marketing
- MKG420 - Digital Marketing
- MKG430 - Market Research Through Digital Metrics and Analytics

Note: Accounting, Business Management, and Healthcare Administration and Management majors will take MKG330 instead of MKG310.

Undergraduate Certificate in Fundraising

In this bachelor’s degree certificate, students will develop the ability to lead fundraising efforts in nonprofit organizations, maximizing the ability of the organization’s leaders to obtain private, corporate, and government funding. Students will develop strategies to oversee fundraising campaigns and events, and develop skills to solicit donations for nonprofit organizations. Coursework will prepare students to solicit funding from a variety of sources, design promotional materials, and promote awareness of an organization’s strategic goals and financial needs. In addition, students will be prepared to use 21st century technological skills to leverage nonprofit organization financial growth. Finally, students will develop communication and organizational skills, public relation skills, and general business management skills. CSU Global students with this certificate would work in nonprofit organizations such as educational and religious organizations, research and healthcare companies, social services organizations, and governmental and political positions.

Certificate Learning Outcomes
• Foster philanthropy among organizational communities.
• Demonstrate effective fundraising practices and strategies.
• Implement frameworks to cultivate and retain donors.
• Integrate financial analysis, forecasting, budgeting, and reporting for fundraising.
• Secure, negotiate, and manage grant awards from funding sources.
• Create a comprehensive communications plan to meet fundraising goals.

Courses

• HSM300 - Introduction to Human Services
• COM312 - Public Relations Techniques
• COM321 - Campaign and Event Planning
• PMG370 - Fundraising and Grant Writing
• MKG380 - Social Media Marketing
• SOC460 - Community Development

Undergraduate Certificate in Human Resource Management

Please note: We are no longer accepting students into this program, as of the 2020-2021 Fall C term. Students currently enrolled in the program are not affected by this change.

The Undergraduate Certificate in Human Resource Management, an 18 credit-hour stand-alone program, is designed to provide a background in human resource management, staff training and development, relevant laws and employment regulations, and compensation among competing interests. Students gain in-depth knowledge of HR and corporate structure to complement their bachelor’s degree program coursework. This certificate program is eligible for financial aid.

Certificate Learning Outcomes

• Enhance organizational performance and create effective traditional and virtual teams through motivation, organizational culture, and change management.
• Address the legal and ethical implications of human resources and administration in an organizational setting.
• Compare and contrast innovative pay, benefit, and compensation theories and systems.

Courses

• HRM300 - Principles of Human Resource Management
• HRM435 - Creating a Diverse and Ethical Workforce
• HRM445 - Labor Relations and Employment Law
• HRM440 - Recruitment, Selection and Employee Development  
• HRM350 - Compensation and Performance Management  
• ORG470 - Leading Through Conflict Resolution

**Undergraduate Certificate in Information Technology Operations**

The Undergraduate Certificate in Information Technology Operations provides students with the skills necessary to secure employment in the highly dynamic and fast-growing technology industry. Students are prepared to apply broad problem-solving solutions to information technology issues with an emphasis on service, operations, and maintenance. Additionally, students completing the certificate program are equipped to enter a variety of IT operations positions, such as network or computer system administrators, computer technicians, network technicians, and other technical roles.

**Certificate Learning Outcomes**

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

**Courses**

- ITS310 - Introduction to Computer-Based Systems (Personal Computing)  
- ITS315 - Introduction to Networks  
- ITS320 - Basic Programming  
- ITS350 - Information Systems and Security  
- ITS410 - Database Management  
- ITS430 - Network Enterprise Solutions

**Undergraduate Certificate in Marketing**

The Undergraduate Certificate in Marketing is an 18 credit-hour offering, targeted toward students from a wide variety of disciplines. These courses are designed for students interested in career tracks in marketing through the application of product strategy, pricing, distribution, and promotion. There is an emphasis on understanding consumer needs through marketing research, both domestically and internationally.

**Certificate Learning Outcomes**
• Apply the principles of branding, customer lifetime value, and customer retention to traditional and digital marketing.
• Understand how marketing practices support an organization’s domestic and global marketing strategies plus communications mix.
• Describe how a company uses various traditional and non-traditional marketing tools to reach its target market.
• Analyze how marketing efforts are evaluated using traditional market research methods as well as search engine optimization, social media metrics, lead generation, and other methods.
• Assess the challenges associated with privacy, security, and ethics associated with marketing.

Courses

- MKG310 - Introduction to Marketing
- MKG330 - Consumer Behavior
- MKG350 - Promotion and Public Relations
- MKG420 - Digital Marketing
- MKG470 - Market Research
- MKG340 - Product and Brand Management

Undergraduate Certificate in Networking

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

Certificate Learning Outcomes

• Analyze and troubleshoot common computer networking issues.
• Compare and contrast various network technologies and topologies.
• Design secure wired and wireless networks.
• Implement security measures and techniques for local and wide area networks.
• Evaluate existing network installations and configurations for areas of improvement.

Courses

- ITS310 - Introduction to Computer-Based Systems (Personal Computing)
- ITS315 - Introduction to Networks
- ITS350 - Information Systems and Security
- ITS405 - Intermediate Networking
- ITS420 - Advanced Networking Systems
- ITS430 - Network Enterprise Solutions
Undergraduate Certificate in Project Management

The undergraduate Certificate in Project Management, an 18 credit-hour stand-alone program, provides students with the opportunity to analyze and apply theories and concepts associated with temporary endeavors undertaken to create a unique product, service, or result. Learners will focus on the management of contracts and asset procurement. Additionally, students will apply management of risk, project planning, scheduling, monitoring, control, and earned value methods as well as assess the costs and benefits of total quality management.

Certificate Learning Outcomes

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

Courses

- PJM310 - Introduction to Project Management
- PJM330 - Effective Project Scheduling and Control
- PJM380 - Project Management Tools
- PJM400 - Project Procurement and Contract Management
- PJM410 - Assessing and Managing Risk
- PJM440 - Project Quality Management

Undergraduate Certificate in Web Application Development

The Undergraduate Certificate in Web Application Development will encompass both synchronous as well as asynchronous methods using the LMS. Students are exposed to an engaging online practical experience. The certificate offers a career-focused perspective to prepare graduates for the job market as web application developers. The experience includes mentoring from faculty Student Success Counselors to provide feedback on IT coding projects completed and additional engagement with cohort participants. The certificate will also work on the development of presentation and communication skills as students present their comprehensive final projects. The certificate also offers career advice from CSU Global’s Career Navigation Services department as well as career coaching advice and resume assistance as students prepare for their first interviews. This certificate program is eligible for financial aid.

Certificate Learning Outcomes

- Explain user interface requirements for a given web application.
- Demonstrate designing a web application.
- Develop user requirements in the creation of a web application.
- Create a database to support a web development problem.
- Acquire technical skills in programming web applications.
- Acquire technical skills to pursue a position as a web application developer.

Courses

- ITS320 - Basic Programming
- ITS330 - Web Design and Development
- ITS335 - Human Computer Interaction
- ITS340 - Introduction to Programming with JavaScript
- ITS345 - Web Development with PHP
- ITS410 - Database Management

*Students in the BS in Cybersecurity program will take ITS441 instead of ITS410.
Undergraduate Specializations

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

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

Applied Social Sciences

The Applied Social Sciences specialization is designed to provide students with the opportunity to investigate the human experience and examine how structures, relationships, and ideas of the social world relate to human behavior. Students taking this specialization will be prepared for a wide variety of careers and emphasizes critical thinking, interpersonal awareness, and team-building skills. Students will build practical knowledge and skills in written and interpersonal communication, analytical reasoning, and decision-making. Students develop the ability to think critically through the examination of the principles and practices that underpin various social science disciplines as they relate to historic and contemporary social phenomenon. Upon completion of the specialization, students integrate theory, social research, skills, and professional experience preparing them for employment in the workforce in public, private, and community settings.

Program Learning Outcomes

- Demonstrate effective written communication and analytical skills.
- Apply social and political perspectives to a professional setting.
- Develop critical thinking, quantitative reasoning, and decision-making skills.
- Examine the principles and practices that underpin social science disciplines.
- Analyze impact of ethical behaviors within a professional environment.

This specialization is available to students in undergraduate programs except Healthcare Administration and Management, and Management Information Systems and Business Analytics. Applied Social Sciences Specialization courses are listed in order of completion.

- SOC300 - Working in Modern Society
- SOC310 - Race, Gender and Ethnic Relations in the US
- PMG320 - Public Policy and Strategy
- SOC460 - Community Development
- SOC470 - Evaluation of Research and Theory in the Social Sciences
This specialization is available to students in undergraduate programs except Healthcare Administration and Management, and Management Information Systems and Business Analytics. Applied Social Sciences Specialization courses are listed in order of completion.

**Artificial Intelligence and Robotics**

The Artificial Intelligence and Robotics specialization advances the knowledge of professionals in the areas of artificial intelligence, robotics, and machine learning. Students will gain a detailed understanding of artificial intelligence principles that are used in representing reasoning and uncertainty in a perceptive environment. Students will also gain an understanding of principles associated with applying machine learning to controlling a robot in a real-life environment.

**Program Learning Outcomes**

- Identify principles associated with search methods in artificial intelligence.
- Evaluate the effects of uncertainty in a probabilistic setting, using artificial intelligence techniques.
- Analyze technical mechanisms used to deconstruct an image for modeling.
- Apply techniques that can be used to control a robot in a given environment.
- Demonstrate the ability to model factors that can influence a robot’s path.

Students are eligible for earning this specialization that have met the appropriate prerequisites for the first course (CSC400). To enroll in CSC400 Data Structures, students must complete CSC320 Programming I and CSC372 Programming II. This specialization is available to students in the Accounting, Computer Science, Healthcare Administration and Management, Information Technology, and Management Information Systems and Business Analytics, and Project Management programs.

- CSC410 - Artificial Intelligence
- CSC415 - Computer Vision
- CSC425 - Principles of Machine Learning
- CSC430 - Principles of Robotic Theory
- CSC435 - Fundamentals of Information Retrieval and Web Searching

**Business Administration**

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

**Program Learning Outcomes**

- Develop leadership capabilities in the role of manager.
• Understand management functions of an organization.
• Develop problem-solving and decision-making

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

- HRM300 - Principles of Human Resource Management
- MGT451 - Business Policy Development and Implementation
- MIS300 - Information Systems Design and Management
- MKG310 - Introduction to Marketing

Note: Bachelor of Science in Accounting and Health Administration majors will take MGT300 instead of FIN300.

Business Management majors who initially enrolled after Fall 2012 will take ORG470 instead of HRM 300. Human Resource Management majors will take MGT300 instead of HRM300.

Business Management majors who initially enrolled after Fall 2012, Organizational Leadership, and Management Information System and Business Analytics majors will take COM305 instead of MIS300.

Business Management majors who initially enrolled before Fall 2012 will take HRM435. Marketing majors will take MGT475.

Business Management majors who initially enrolled before Fall 2012 will take HRM425 instead of MKG310. Marketing majors will take MGT300 instead of MKG310. Business Management Majors enrolled in Winter-A 2017 or after are not eligible for this specialization.

Communication

The Communication specialization prepares students to strategize and deploy effective communications in current-day digital environments, social media platforms, and crisis and persuasion scenarios. Students will graduate with an understanding of information management, public relations, social media messages, crisis communications and issues management, and advocacy -- all areas where organizations need expertise to manage their reputations and relationships. A Communication specialization will lead graduates to careers in public affairs, political arenas, non-profit organizations, and internal and external corporate communications.
Program Learning Outcomes

- Employ effective communication strategies appropriate to a workplace environment.
- Synthesize data about audience factors to enable global content management of digital, social media, and other online communication channels.
- Evaluate data analytics to drive a communications strategy.
- Devise ready-to-deploy crisis communications plans and issues management strategies.

This specialization is available to students in all undergraduate programs except Communications, Computer Science, Healthcare Administration and Management, Information Technology, Marketing, and Organizational Leadership. Communication specialization courses are listed in order of completion:

- COM303 - Professional Communications
- COM322 - Persuasive Campaigns
- COM400 - Strategic Communication
- COM420 - Strategic Communication of Data Analysis
- COM340 - Social Media and Public Relations

Computer Programming

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

Program Learning Outcomes

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

This specialization is available to students in the Accounting, Healthcare Administration and Management, Information Technology, Management Information Systems and Business Analytics, and Project Management programs. Computer Programming specialization courses are listed in order of completion:

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

Construction Management

This specialization will prepare effective managers and supervisors for public and private construction projects. The undergraduate specialization in construction management will cover essential domains that help professionals assume leadership roles in the construction industry. This specialization prepares graduates for success in the rapidly changing construction industry by focusing on areas such as construction project management, construction planning and scheduling, construction cost estimation, construction methods and materials, and sustainable construction, among other foundational construction management skills.

Program Learning Outcomes

• Identify the key requirements of various stages of work in construction projects.
• Evaluate the key construction materials and methods and technologies used in construction.
• Assess the roles of the different participants in construction projects.
• Examine economic, social, and ethical considerations in construction management.
• Develop construction project schedules.
• Prepare accurate cost estimates and bid proposals.

This specialization is recommended for students with majors in project management, accounting, business management, interdisciplinary professional studies, MIS and business analytics, and organizational leadership. This specialization, however, is not available to the criminal justice and human services majors. Construction Management specialization courses are listed in order of completion:

• CMG300 - Fundamentals of Construction Management
• PJM350 - Construction Project Management
• CMG400 - Construction Cost Estimating
• CMG450 - Materials Used in Construction
• CMG465 - Sustainable Development

Criminal Forensics

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

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

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

- CRJ325 - Introduction to Forensic Psychology
- CRJ336 - Criminal Investigation
- CRJ426 - Investigative and Forensic Interviewing
- CRJ450 - Investigative Forensic Photography
- CRJ465 - Crime Scene Investigation (CSI)

Criminal Justice Management

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

Program Learning Outcomes

- Describe criminal justice foundational elements.
- Evaluate the ethical issues facing criminal justice organizations and personnel.
- Evaluate existing research using quantitative and statistical tools to make decisions.
- Apply the factors of effective management and leadership in criminal justice environments.
- Assess theories to successfully manage teams and organizations in criminal justice.

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

- CRJ330 - Research Methods for the Criminal Justice Professional
- CRJ340 - Restorative and Community Based Justice
- ORG405 - Principles and Practices of Effective Leadership
- CRJ440 - Ethics for the Criminal Justice Professional
- CRJ460 - Managing Criminal Justice Organizations

Note: BS - Organizational Leadership students who had this specialization will take CRJ360 in place of
ORG405.

**Criminology**

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

**Program Learning Outcomes**

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

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

- CRJ320 - Juvenile Justice
- CRJ340 - Restorative and Community Based Justice
- CRJ470 - Race, Class, and Crime
- CRJ315 - Corrections
- CRJ431 - Victimology

**Cyber Security**

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

**Program Learning Outcomes**

- Compare various information technology security models, architectures, and risks associated with data processing, transmission, and storage in an enterprise.
- Evaluate different networking vulnerabilities and methods used to attack and/or compromise the integrity of IT networks in an enterprise, and provide a comprehensive solution to mitigate potential attacks.
Integrate continuous monitoring and real-time security solutions to mitigate potential attacks in an enterprise.

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

Analyze regional as well as international threats impacting Internet-based activities for use in a multinational enterprise.

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

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

Data Management and Analysis

In this specialization students are provided with the best practices to collect and manage enterprise data, prepare it for business use, and the various types of statistical analyses that can be performed to help an organization increase its productivity, profitability, and performance. Students will learn the entire spectrum of basic database concepts and techniques, web analytics, SQL programming, statistics, data analytics, and data mining. Students interested in this specialization should have a firm knowledge of basic computer skills.

Program Learning Outcomes

- Evaluate how relational databases and statistical analyses are used for enterprise applications and to develop Business Intelligence (BI).
- Design a relational database from user requirements.
- Utilize SQL to create a relational database, query data, and prepare data for a statistical analysis.
- Perform data mining and other statistical analyses using analytical software.
- Perform data mining and other statistical analyses using analytical software.
- Demonstrate the use of analytics on data from varying sources including the web.

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

- MIS407 - Database Concepts
- MIS370 - Web Analytics
- MIS470 - Data Science Foundation
Digital Marketing

The Digital Marketing specialization provides students with an understanding of digital marketing and the skills associated with compiling a successful and effective digital marketing campaign. Embracing the contribution of digital marketing in the overall marketing campaign including the use of email, websites, social media, mobile marketing, video marketing and display advertising. Application of digital metrics in understanding the targeted customer through SEM, SEO and PPC as well as measurement and predictive analysis techniques for marketers. This specialization is designed with an experiential component in order to provide benefit to all program areas of study.

Program Learning Outcomes

- Apply current digital theory in the field of marketing, especially in terms of understanding buyer behavior, defining target markets, identifying and evaluating market segments, and in demonstrating knowledge about elements of the marketing mix.
- Explain the impact of global competition, market forces and other external factors on the success and failure of specific digital marketing programs.
- Use digital market research tools and predictive analytics to estimate market potential, conduct exploratory and descriptive research, analyze target market value propositions and communicate research findings effectively, both orally and in appropriate written forms.
- Demonstrate analytical and critical-thinking skills with direct application to business/marketing environments through technology.

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

- MKG310 - Introduction to Marketing
- MKG370 - Website and Content Marketing
- MKG380 - Social Media Marketing
- MKG420 - Digital Marketing
- MKG430 - Market Research Through Digital Metrics and Analytics

Note: Accounting, Business Management, and Healthcare Administration and Management majors will take MKG330.

Marketing majors will take MKG360 and MKG410.
Emergency Management

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

Program Learning Outcomes

- Analyze the concepts and theories of emergency management and interpret disasters responses and implications.
- Discuss environmental hazards including man-made or natural events while interpreting and correlating planning and response regarding emergency events with an emphasis on all-hazard readiness.
- Apply critical thinking and decision-making as key functions to emergency management specifically during crisis operations.
- Assess crisis and emergency response and recovery issues and integrate exercise planning & coordination.
- Describe strategies toward infrastructure preparedness and protection.
- Analyze current international emergency management trends and tactics.

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

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

Foundations of Accounting

The Foundations of Accounting Specialization will provide students with the fundamentals of accounting using business intelligence-based applications to develop decision-making skills needed for careers in the accounting field. This specialization is available to students in all undergraduate programs except Accounting.
Program Learning Outcomes

- Develop fundamental accounting knowledge, skills, and abilities needed for careers in the accounting field.
- Demonstrate decision-making skills using business intelligence applications in managing an organization.
- Assess the effect of GAAP and IFRS on transactions involving assets and current liabilities
- Construct individual and business tax returns using artificial intelligence (AI).
- Evaluate the importance of internal controls in reducing overall audit risk.

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

- ACT300 - Principles of Accounting I
- ACT325 - Principles of Accounting II
- ACT350 - Intermediate Accounting I
- ACT406 - Business Intelligence in Taxation
- ACT450 - Auditing

Fundraising

In this bachelor’s degree specialization students will develop the ability to lead fundraising efforts in nonprofit organizations, maximizing the ability of the organization’s leaders to obtain private, corporate and government funding. Students will develop strategies to oversee fundraising campaigns and events, and develop skills to solicit donations for nonprofit organizations. Course work will prepare students to solicit funding from a variety of sources, design promotional materials and promote awareness of an organization’s strategic goals and financial needs. In addition, students will be prepared to use 21st century technology skills to leverage nonprofit organization financial growth. Finally, students will develop communication and organizational skills, public relation skills, and general business management skills.

CSU Global graduates with this specialization would work in nonprofit organizations such as educational and religious organizations, research and healthcare companies, social services organizations, and government and political positions.

Program Learning Outcomes

- Foster philanthropy among organizational communities.
- Demonstrate effective fundraising practices and strategies.
- Implement frameworks to cultivate and retain donors.
- Integrate financial analysis, forecasting, budgeting, and reporting for fundraising.
- Secure, negotiate, and manage grant awards from funding sources.
- Create a comprehensive communications plan to meet fundraising goals.

This specialization is available to students in all undergraduate programs except for Criminal Justice and Management Information Systems and Business Analytics. Fundraising specialization courses are listed in order of completion:
• COM321 - Campaign and Event Planning
• COM312 - Public Relations Techniques
• PMG370 - Fundraising and Grant Writing
• MKG380 - Social Media Marketing
• SOC460 - Community Development

Healthcare Communication

Healthcare Communication is an interdisciplinary specialization that focuses on the importance of interpersonal relationships within a healthcare environment and the need to use effective communication techniques to develop health campaigns. Healthcare Communication develops students' communication skills within a healthcare setting, including healthcare provider/patient interactions, communicating among healthcare administrators, and internal communication in a healthcare environment. This specialization develops students who will be able to work within a healthcare setting, nonprofit organization, public relations firm, and other organizations with a health-centered mission. Graduates have the skills to effectively disseminate health information through electronic, print, and social media platforms.

Program Learning Outcomes

• Demonstrate ethical and effective use of social media with an awareness of legal and ethical implications.
• Analyze data to better understand the relationship between issues, organizations, and audiences.
• Practice a communication climate necessary for effective negotiations.
• Develop a strategy and communicate persuasively to reach a target audience.

This specialization is available to students in all undergraduate programs except Computer Science, Criminal Justice, and Management Information Systems and Business Analytics. Healthcare Communication specialization courses (listed in order of completion):

• COM303 - Professional Communications
• COM322 - Persuasive Campaigns
• COM412 - Introduction to Healthcare Communication
• COM310 - Interpersonal Communication
• COM312 - Public Relations Techniques

Healthcare Informatics

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

Program Learning Outcomes

- Apply knowledge of healthcare concepts to information systems integration for efficient healthcare management operations, and business processes in a medical organization.
- Evaluate the impact of information systems and technology on healthcare processes and the securing of health information while understanding the legal and policy implications of healthcare administration send effectively.
- Analyze, design, and implement solutions to healthcare information problems and develop reporting and support capabilities for healthcare decisions.
- Apply effective interpersonal and written communication skills to become an active participant in organizations and society while making, identifying, evaluating, and responding to common types of ethical dilemmas.

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

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

Note: Healthcare Administration and Management majors will take ITS400.

Healthcare Management

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

Program Learning Outcomes

- Comprehend the fundamentals and history of healthcare.
- Synthesize the relationships between healthcare quality, organizational performance, and compliance to make decisions.
- Identify, evaluate, and respond to ethical issues found in the healthcare industry.

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

This specialization is not open for enrollment to incoming students. The Hospitality and Tourism Management Specialization provides a foundation in key sectors and functions. Students will be prepared with a variety of practical skills and knowledge that may be applied directly to practice in this industry. The specialization is designed to provide supplemental and supporting knowledge to a wide variety of majors within the university.

Program Learning Outcomes

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

Courses:

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

Note: Marketing Majors will take MGT300 in place of MKG340.

Human Resources and Organizational Development

Students in the Human Resource and Organizational Development specialization will build a strong background in human resource management and organizational development. Topics include workforce management, talent acquisition, employee development, policy and procedures, and change management. Students gain in-depth knowledge of HR and corporate structure to complement their bachelor’s degree.
program coursework. When paired with CSU Global’s Bachelor of Science in Business Management degree program, this specialization is aligned with the Society for Human Resource Management’s (SHRM) HR Curriculum Guidebook and Templates. Through these guidelines, SHRM acknowledges this program meets their educational standards to prepare individuals for careers in Human Resources.

Program Learning Outcomes

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

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

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

Information Technology Management

The Information Technology Management specialization provides students with a holistic understanding of organizational technologies from which they can make decisions, manage the associated human and technology resources, and strategically plan for organizational growth and effectiveness.

Program Learning Outcomes

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

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

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

Program Learning Outcomes

- Develop technical skills to prepare for various industry leading certification exams.
- Explain the theoretical uses of information technology in various business applications.
- Develop a plan that incorporates information technology techniques for a given business application.
- Compare technical skills in programming and technology trouble-shooting.

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

- ITS310 - Introduction to Computer-Based Systems (Personal Computing)
- ITS315 - Introduction to Networks
- ITS320 - Basic Programming
- ITS410 - Database Management
- ITS430 - Network Enterprise Solutions

Intelligence and Homeland Security

This specialization is designed to provide the theories, concepts, and practical applications associated with the protection of the United States. Students will learn the homeland security goals for readiness and responsiveness as defined by national policy as well as how to identify and protect critical infrastructures and key resources from threats including terrorism, drug trafficking, and cyber-attacks. Procedures to reduce vulnerability, minimize damage, and recover from the effects of terrorist events will also be examined. This course will look to focus on both domestic and international homeland security and counter-terrorism trends and tactics. Students will be exposed to many real-world scenarios in a virtual and highly interactive class environment, which will serve to sharpen their critical thinking and decision-making abilities.
Program Learning Outcomes

- Analyze history and apply concepts of homeland security to domestic and international situations in a dynamic threat environment.
- Examine threats against homeland security and differentiate between the major threat categories including natural, man-made, and information/technology.
- Describe the components of a national protection plan and outline the steps for identifying critical infrastructures and key resources.
- Assess homeland security processes, including threat analysis, indication systems, and warning constructs.
- Demonstrate knowledge of intelligence operations and the role these operations play in homeland security.

This specialization is available to students in all undergraduate programs except Healthcare Administration and Management, and Management Information Systems and Business Analytics. Intelligence and Homeland Security specialization courses in order of completion:

- HLS300 - Introduction to Homeland Security
- HLS350 - Terrorism
- HLS375 - Risk Analysis and Mitigation
- HLS400 - Critical Infrastructure + Key Resource (CIKR) Identification and Protection
- HLS450 - Intelligence

International Business

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

Program Learning Outcomes

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

This specialization is available to students in all undergraduate programs. International Business specialization courses are listed in order of completion:
• MGT305 - Introduction to International Business
• MGT405 - Management in the Global Economy
• ECN410 - Comparative Economics and Global Business 1800 Present
• MKG400 - International and Multi-Cultural Marketing
• COM315 - Intercultural Communication

**Note:** Marketing Majors substitute HRM470 for MKG400.

Communications Majors substitute HRM470 for COM315.

Business Management majors substitute HRM470 for MGT405 (formerly ECN405).

**Marketing**

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

**Program Learning Outcomes**

• Apply current theory in the field of marketing, especially in terms of understanding buyer behavior, defining target markets, identifying and evaluating market segments, and in demonstrating knowledge about elements of the marketing mix.
• Explain the impact of global competition, market forces, and other external factors on the success and failure of specific marketing programs.
• Use market research tools and procedures to estimate market potential, conduct exploratory and descriptive research, forecast demand, and communicate research findings effectively, both orally and in appropriate written forms.
• Demonstrate analytical and critical-thinking skills with direct application to business/marketing environments.

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

• MKG310 - Introduction to Marketing
• MKG330 - Consumer Behavior
• MKG340 - Product and Brand Management
• MKG350 - Promotion and Public Relations
• MKG470 - Market Research
Note: Accounting, Business Management, and Healthcare Administration and Management majors will take MKG420.

Operations Management and Supervision

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

Program Learning Outcomes

- Describe the systems and processes necessary to develop and administer a world-class operations management department.
- Implement integrated financial and operations management systems.
- Apply leadership skills enabling all employees to add value to the operations management component of an organization.
- Apply the logic and critical thinking skills needed to allow one’s organization to be competitive in a global environment.
- Analyze the implications of laws, regulations, ethics, and contracts, and apply the results of this analysis to improving the procedures governing the actions of a company.

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

- PJM400 - Project Procurement and Contract Management
- OPS400 - Operations Management
- OPS402 - Financial Performance in Operations Management
- OPS404 - Leadership in Operations Management
- OPS405 - Managing the Supply Chain

Note: Project Management majors will take MTH410 instead of PJM400.

Organizational Leadership

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

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

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

- ORG429 - Ethics and Law in Organizations
- ORG470 - Leading Through Conflict Resolution
- ORG405 - Principles and Practices of Effective Leadership
- ORG423 - Communication Strategies for Leaders
- ORG400 - Leading Teams in Organizations

*Note:* Human Resource Management majors will take ORG303.

Public Management majors will take COM305.

Professional Sales

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

The Professional Sales specialization is designed for students that have a desire to pursue or elevate their career as a sales executive by learning advanced negotiation techniques. This specialization will provide the opportunity for participants to learn how to develop and execute a winning sales strategy and will also offer a better understanding of the important role sales plays in the success of an organization.

Program Learning Outcomes

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

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

• PSL300 - The Professional Sales Process
• PSL301 - Aligning Strategy and Sales
• PSL400 - Principles of Sales Force Leadership
• PSL450 - Advanced Negotiations
• PSL460 - Emotional Intelligence and Sales

**Project Management**

The Project Management specialization provides students with the opportunity to analyze and apply theories and concepts associated with temporary endeavors undertaken to create a unique product, service, or result. Learners will focus on the management of contracts and asset procurement. Additionally, students will apply management of risk, project planning, monitoring, control, and earned value methods, as well as assess the costs and benefits of total quality management.

**Program Learning Outcomes**

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

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

• PJM310 - Introduction to Project Management
• PJM330 - Effective Project Scheduling and Control
• PJM380 - Project Management Tools
• PJM400 - Project Procurement and Contract Management
• PJM410 - Assessing and Managing Risk

**Note:** MGT410 can be taken in place of PJM310; however, students who take MGT410 should not take PJM310.
Public Administration

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

Program Learning Outcomes

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

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

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

Note: Applied Social Sciences majors will take PMG420.

Public Relations

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

Program Learning Outcomes

- Write logically, clearly, persuasively, and precisely in a professional manner.
- Engage in communication research, with a basic understanding of both qualitative and quantitative strategies.
- Develop, deliver, & critique effective oral presentations.
- Demonstrate high levels of interpersonal competence.
Apply public relations theory to historic and contemporary public relations cases.
Demonstrate sound ethical problem solving and decision-making.
Assemble a collection of public relations materials appropriate for display in a professional portfolio.

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

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

Public and Non-Profit Management

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

Program Learning Outcomes

- Develop strategies for staff development and planning training programs.
- Evaluate social, ethical, and legal influences on modern organizations.
- Assess human resources management strategies and compensation systems.
- Understand organizational culture, change dynamics, communication and conflict-resolution approaches.

This specialization is available to students in all undergraduate programs. Public and Non-Profit Management specialization courses are listed in order of completion:

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

Note: Applied Social Sciences majors will take PMG430.

Small Business Management
This specialization is not open for enrollment to incoming students. This specialization provides students with practical skills to develop and manage a small business or entrepreneurial venture. Core knowledge covers the necessary skills to profitably manage a small business, including planning, management, marketing, finance, and human resources.

Program Learning Outcomes

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

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

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

Strategic Communication

Please note: we are no longer accepting students into this specialization as of the 2019-2020 Fall trimester. Students currently enrolled in the program are not affected by this change. If you were interested in enrolling in this program, please contact an Enrollment Counselor at 800-920-6723 to discuss alternatives. The Strategic Communication specialization is designed to provide managers and leaders with communication skills for internal and external communication effectiveness. The coursework features oral and written communication exercises and a broad knowledge base of the global and dynamic society.

Program Learning Outcomes

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

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

Throughout this 15 credit hour sequence of proposed undergraduate level IT coursework students experience an in-depth review and analysis of virtualization and cloud computing technologies across a variety of platforms. Students are prepared to implement and manage virtual and cloud technologies within an enterprise. The coursework provides a combination of both theoretical and professional competencies in the subject matter and introductory preparation for virtualization certifications.

Program Learning Outcomes

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

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

- ITS439 - Virtualization Technology Fundamentals
- ITS441 - Cloud Technology Fundamentals
- ITS442 - Enterprise Cloud Computing
- ITS443 - Server Virtualization Technologies
- ITS446 - Securing Virtual and Cloud Systems

*Students in the BS in Cybersecurity program will take ITS345 instead of ITS446.

Web Application Development

The Web Application Development specialization provides students with the skills necessary to design and create web applications. Students are prepared to apply broad problem-solving solutions in the design and development of front-end and back-end web applications using programming languages and database technologies.
Program Learning Outcomes

- Explain user-interface requirements for a given web application.
- Demonstrate designing a web application.
- Develop user requirements in the creation of a web application.
- Create a database to support a web development problem.
- Acquire technical skills in programming web applications.

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

- ITS330 - Web Design and Development
- ITS335 - Human Computer Interaction
- ITS340 - Introduction to Programming with JavaScript
- ITS345 - Web Development with PHP
- ITS410 - Database Management

*Students in the BS in Cybersecurity program will take ITS441 instead of ITS410.
# Undergraduate Specializations

## Customize Your Degree With A Specialization

Within their Core Curriculum, Bachelor of Science in Marketing students must choose a minimum of two areas of focus. They may also choose a Specialization in addition to the following focus areas, depending on their program of study:

- Brand Management & Advertising
- Business Analytics
- Digital Marketing
- International Marketing
- Public Relations
- Social Media Marketing

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

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Master’s Degrees

CSU Global offers 18 graduate-level degree programs. These include both academic Master of Science and professional focused Master programs:

- Master of Criminal Justice
- Master of Finance
- Master of Healthcare Administration
- Master of Human Resource Management
- Master of Information Technology Management
- Master of International Management
- Master of Professional Accounting
- Master of Project Management
- Master of Science in Artificial Intelligence and Machine Learning
- Master of Science in Data Analytics
- Master of Science in Management
- Master of Science in Military and Emergency Responder Psychology
- Master of Science in Organizational Leadership
- Master of Science in Organizational Leadership - Executive Express
- Master of Science in Teaching and Learning
- Master of Science in Teaching and Learning - Education Leadership Principal Licensure Concentration
- Master of Science in Teaching and Learning - Teacher Licensure Math Concentration
- Master of Science in Teaching and Learning - Teacher Licensure Science Concentration

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

Master of Criminal Justice

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

Program Learning Outcomes
- Describe crime and control from a range of theoretical and global perspectives.
- Evaluate research design, data collection, and analytical method.
- Discuss the roles, strategies, and impacts of effective leadership and management.
- Evaluate the role of community-based justice in preventing crime.
- Apply professional ethics and its importance in our criminal justice system.
- Describe knowledge of high-tech and occupational crimes in cause, detection, investigation, prosecution, and prevention.
- Evaluate how technology is used as a highly effective contemporary crime-fighting tool.

Courses

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

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

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

CRJ595 is an optional course that students may select if they currently work in a criminal justice setting. Students will be required to pass a criminal background check, including fingerprinting, prior to taking CRJ. This course may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.

Master of Finance

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

Program Learning Outcomes

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

Courses

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

- ORG502 - Effective Organizations: Theory and Practice
- FIN500 - Principles of Finance
- FIN507 - Bank Management
- FIN530 - Corporate Finance
- FIN540 - Investments
- FIN550 - Financial Markets and Institutions
- FIN570 - Insurance and Risk Management
- FIN580 - Capstone: Finance

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

Students who do not have a previous business-related degree from an ACBSP-accredited program must complete BUS500 before completing other program requirements. Once the undergraduate program evaluation is completed, students whose prior degrees do not meet the requirements will complete the BUS500, rather than RES500 or RES501.

Provisionally admitted students whose undergraduate degrees the requirements will complete RES500 or RES501, rather than BUS500.

Master of Healthcare Administration

Puerto Rico residents (only): This program does not fulfill the state’s requirement needed to work as a Healthcare Administrator in Puerto Rico.

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

Program Learning Outcomes

- Evaluate healthcare organizational problems using a systematic decision-making approach.
- Prioritize the skills needed to manage, develop, and motivate organizations to meet changing organizational needs in a healthcare environment.
- Create a strategic plan for a healthcare enterprise that integrates a critical analysis of the problem.
- Critique the policies, procedures, laws, and ethics, and population health and quality management requirements of the diverse array of healthcare alternatives.
- Evaluate the relationship between management, organizational leadership, analytical reasoning, operations, human resources, finance, marketing, and strategic planning in the healthcare industry.

Courses

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

- HCM500 - The U.S. Healthcare System
- HCM502 - Organizational Behavior Human Resources in Healthcare
- HCM515 - Health Law and Ethics
- HCM520 - Quality and Performance Improvement in Healthcare
- HCM542 - Healthcare Operations Management
- HCM565 - Healthcare Finance
- HCM570 - Healthcare Information Systems
- HCM580 - Capstone: Strategic Management in Healthcare

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

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

**Master of Human Resource Management**

Students in the Master of Human Resource Management program will master the critical competencies necessary to lead, grow, develop, and enhance Human Resources departments. Students will gain a comprehensive understanding of HR theories, models, and practices. Students will learn how to apply theory in organizational settings, thereby increasing their ability to be strategic organizational partners in a global environment. Specific topics covered in this program include workforce management, strategic
planning, organizational behavior and development, and workforce optimization. This program aligns with the Society for Human Resource Management’s HR Curriculum Guidebook.

Program Learning Outcomes

- Create management strategies that impact organizational effectiveness and culture.
- Analyze global and technological challenges leaders in HR might encounter.
- Evaluate human resource-related legal, ethical, and corporate social responsibilities that impact an organization.
- Create initiatives to manage organizational talent to maximize employee engagement.
- Implement human resource metrics and systems to strategically advance growth and development in an organization.
- Apply human resource theories and models to assist organizations in achieving optimal performance.

Courses

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

- ORG502 - Effective Organizations: Theory and Practice
- HRM500 - Managing Human Resources
- HRM510 - Organizational Behavior and Development
- HRM515 - Legal and Human Resource Dimensions of Business Management
- HRM550 - Strategic Labor Relations
- HRM540 - Maximizing Human Capital
- HRM560 - Staffing and Talent Development

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

Students who do not have a previous business-related degree from an ACBSP-accredited program must complete BUS500 before completing other program requirements. Once the undergraduate program evaluation is completed, students whose prior degrees do not meet the requirements will complete the BUS500, rather than RES500 or RES501.

Provisionally admitted students whose undergraduate degrees the requirements will complete RES500 or RES501, rather than BUS500.

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

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

Program Learning Outcomes

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

Courses

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

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

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

Master of International Management

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

The Master of International management is additionally accredited by ACBSP, which accredits quality business programs across the globe. As of Spring B 2020, this program is no longer available for new registration.

Program Learning Outcomes

- Develop comprehensive strategic business plans for global expansion.
- Appraise compliance and regulatory requirements for international hiring and managing of foreign and remote employees.
- Evaluate the proper technologies needed to sustain and secure infrastructure, data, and proprietary information.
- Analyze competitive markets and the economic and political factors that affect them.
- Evaluate currency and exchange rate fluctuations.
- Recommend strategies to support principles of corporate sustainability, social responsibility, and ethics within a global environment.

Courses

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

- MGT500 - Organizational Behavior
- ACT500 - Managerial Accounting
- MIM500 - Business Strategy in the Global Economy
- MIM510 - International Trade
- MIM520 - Global Financial Management
- MIM530 - Technology Management in the Global Economy
- MIM560 - International Business
- MIM580 - Capstone: International Management

Note: Master’s Plus - Some M.S. in Management students may also be required to take RES501 as part of their coursework if they have previous experience/an accredited degree in business courses and/or accounting, finance, or business statistics. In this case, these courses do not count toward the degree program.

Students who do not have a previous business-related degree from an ACBSP-accredited program must complete BUS500 before completing other program requirements. Once the undergraduate program evaluation is completed, students whose prior degrees do not meet the requirements will complete the BUS500, rather than RES500 or RES501.

Provisionally admitted students whose undergraduate degrees the requirements will complete RES500 or RES501, rather than BUS500.

MIM595 is an optional course that provides students with practical internship management experience.
Master of Professional Accounting

Through the Master of Professional Accounting (MPAcc) degree, students will meet the educational requirements to prepare for careers in professional accounting. Students will also meet the educational requirements of the Certified Public Accountants as well as other accounting-related professional licenses’ examinations. Students’ coursework will focus on analytical, technical, leadership, teamwork, planning, and communication skills improvement. Students will be prepared for leadership roles in public accounting, corporations, government, non-profit entities, education, and related career fields. This 30-credit hour program includes 24 credits of required coursework and 6 credits of track-specific emphasis coursework, to help students specialize in an area of accounting that meets their specific needs and career goals.

Program Accreditation

The MPAcc program is additionally accredited by the Accreditation Council for Business Schools and Programs (ACBSP). The ACBSP accredits quality business programs across the globe by evaluating aspects of leadership, strategic planning, relationships with stakeholders, quality of academic programs, faculty credentials, and educational support.

Program Learning Outcomes

- Develop accounting strategies to solve problems and improve performance.
- Apply qualitative and quantitative analyses in decision-making and problem-solving.
- Evaluate ethical and legal conflicts or issues.
- Select appropriate accounting industry practices that meet organizational needs.
- Analyze economic and financial concepts.
- Determine effective communication techniques for various business issues and corporate situations.
- Examine the principles and impact of accounting standards (domestic and international) on accounting transactions.

Specific Admission Requirements

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

- Student has at least 15 hours of upper-division accounting coursework and previous experience in accounting.
- Student has an M.B.A. with 12 hours of accounting coursework and previous experience in
Students who meet one of the above conditions but do not have prerequisite CSU Global coursework (including ACT350, ACT360, ACT406, ACT450, ACT460, and ACT470), or its equivalent are provisionally admitted to the program.

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

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

Courses

The Master of Professional Accounting program consists of 10 (eight core and two elective) three-credit courses, with six credits from a chosen emphasis. Core courses are listed below in the suggested order of completion:

- ACT506 - Advanced Accounting II
- ACT510 - Forensic Accounting and Fraud Examination
- ACT520 - International Accounting
- ACT560 - Accounting Ethics
- ACT570 - Advanced Cost Accounting
- ACT575 - Advanced Auditing and Assurance Services
- ACT555 - Advanced Governmental and Nonprofit Accounting
- ACT580 - Capstone: Accounting

Note: Master’s Plus - Some Master of Professional Accounting students may also be required to take BUS500 and/or RES501 as part of their coursework if they have an undergraduate GPA below 3.00/do not earn an accredited degree in business courses and/or accounting, finance, or business statistics. In this case, the degree is 33 credits.

Students who do not have a previous business-related degree from an ACBSP-accredited program must complete BUS500 before completing other program requirements. Once the undergraduate program evaluation is completed, students whose prior degrees do not meet the requirements will complete the BUS500, rather than RES500 or RES501. Provisionally admitted students whose undergraduate degrees the requirements will complete RES500 or RES501, rather than BUS500.

The Master of Professional Accounting program offers five emphases to support professional accounting licenses and designations’ examinations. The emphases are also designed to meet the changing needs of employers in the accounting profession.

Data Analytics Emphasis

In today’s data-driven world, it is paramount for accounting professionals to have advanced analytical
skills in addition to having in-depth accounting knowledge. Students in the Data Analytics Emphasis will acquire these skills. Using data analytics tools, students will learn how to collect and categorize voluminous data, and how to analyze and prioritize relevant data to make them useful for decision-making.

Students can apply Data Analytics to many facets of accounting, including taxation, auditing, consulting, and risk management. It is important for accountants who work in these areas to understand how to undertake data analysis. Students in the Master of Professional Accounting who select this emphasis will be equipped with these versatile and valuable skills. Students declaring Data Analytics Emphasis should have prior coursework and/or experience in statistics and basic programming.

Courses in the Data Analytics Emphasis include:

- MIS510: Data Mining and Visualization
- MIS542: Business Analytics

### Fraud Investigations & Forensic Accounting Emphasis

Increased occurrences and awareness of fraudulent activities have resulted in a greater demand for fraud investigators and forensic accountants. Forensic Accounting extends beyond uncovering and investigating fraud. Forensic Accountants utilize their accounting skills to provide investigative, litigation, and valuation support in cases involving financial statement fraud, mergers and acquisitions, bankruptcy and insolvency, and divorce. Consequently, forensic accountants can work in public accounting, consulting, and forensic accounting service firms. Forensic accountants can provide expert services to lawyers, law enforcement agencies, insurance companies, governmental entities, non-profit organizations, and financial institutions. Students who select this emphasis may be interested in obtaining the Certified Fraud Examiner (CFE)'s designation. For more information on the CFE designation, visit the Association of Certified Fraud Examiners' website.

Courses in the Fraud Investigations & Forensic Emphasis include:

- ACT557: Advanced Fraud Investigations and Forensic Accounting
- ACT558: Fraud and Forensic Accounting Data Analysis

### Auditing & Assurance Emphasis

Auditing and assurance service is a vital accounting niche. Auditors play important roles in the financial reporting process. Audit and assurance service informs users by providing relevant insights about financial and non-financial information. Students interested in pursuing careers in internal audit, assurance services, and information technology auditing should pursue this emphasis. Students in the Auditing & Assurance Emphasis will learn how to evaluate internal controls and best practices in auditing using computer-based accounting systems. Students who select this emphasis can further benefit by obtaining the Certified Internal Auditor (CIA) or Certified Information Systems Auditor (CISA) designation.

Courses in the Auditing & Assurance Emphasis include:

- ACT576: Internal Auditing
- ACT577: Advanced Information System Audit
Taxation Emphasis

Students in the Taxation emphasis expand upon their previous conceptual understanding of taxation and understanding of tax laws and policies. Students will also learn tax research tools and policies. Tax professionals are in demand in public accounting, corporations, and governmental entities. Students who select this emphasis can further benefit by earning the Enrolled Agent (EA) designation. For more information on the EA designation, visit the Internal Revenue Services' website.

Courses in the Taxation Emphasis include:

- ACT550: Advanced Income Taxation
- ACT551: Advanced Tax Policy and Research

Professional Accounting Emphasis

This emphasis is designed for students who want to take diverse courses for career growth or for meeting the education requirements of the CPA and other accounting professional licenses examinations. In addition to the eight required core courses, students can select two courses from the following list.

Courses in the Professional Accounting Emphasis include:

- ACT550: Advanced Income Taxation
- ACT557: Advanced Fraud Investigation & Forensic Accounting
- ACT558: Fraud & Forensic Accounting Data Analysis
- ACT595: Accounting Internship*
- FIN520: Financial Reporting and Analysis
- FIN530: Corporate Finance
- MGT510: Strategy Planning

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

Master of Project Management

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

Program Learning Outcomes
• Critically analyze the environment in executing projects within a global marketplace.
• Apply advanced project management and organizational principles and skills to successfully implement projects.
• Determine the primary professional traits and factors associated with successful project managers and leaders
• Execute effective planning and control strategies and best practices for time, cost, scope, quality, and risk management to ensure project success.
• Apply ethical principles and models to global business policies, practices, and trends via case studies and scenarios.

Courses

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

• ORG502 - Effective Organizations: Theory and Practice
• OPS510 - Operations Management
• PJM500 - Project Management
• PJM525 - Business Analysis
• PJM530 - Contracts, Procurement, and Risk Management
• PJM535 - Project Metrics, Monitoring, and Control
• PJM560 - Project Management Office (PMO)
• PJM580 - Capstone: Project Management

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

The PJM595 Project Management Practicum provides students with practical experience in project management. This course may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.

Master of Science in Artificial Intelligence and Machine Learning

The Masters of Science in Artificial Intelligence and Machine Learning degree will advance the knowledge of professionals in the areas of programming, artificial intelligence, computer vision, and machine learning. Students will gain a detailed understanding of software development, artificial intelligence, and machine learning principles, and how they can be used to create a representation of our world for deeper critical analysis. They will also gain the ability to study scenarios and apply appropriate techniques for data analysis and processing, and an understanding of the principles associated with applying machine learning techniques to various areas in computer science and information technology. Additionally, students are provided with the technical capabilities to apply mathematical, statistical, and programming techniques in the realm of artificial intelligence and machine learning.
Program Learning Outcomes

- Use principles and techniques associated with software development.
- Apply artificial intelligence principles as needed for a given problem or scenario.
- Apply machine learning principles to solve a specific problem or scenario.
- Develop solutions that are capable of modeling human behavior.
- Implement a solution that combines artificial intelligence and machine learning principles.
- Evaluate the performance of applications in artificial intelligence and machine learning domains.

Specific Admission Requirements

Students applying for this degree must have taken an advanced course in Discrete Mathematics, and an advanced course in Probability and Statistics. Students who do not meet this requirement can seek admission with the program chair approval. Students admitted with approval from the program chair who did not meet the requirements will be required to take one or both of the following CSU Global pre-requisite course work or equivalent:

- MTH350 Discrete Mathematics
- MTH410 Quantitative Business Analysis

To gain full admission into the MS AI & Machine Learning program, provisionally admitted students must complete the above coursework in 12 months of starting, and maintain a 3.0 grade point average without receiving a grade lower than a C in any coursework.

Courses

- CSC500 - Principles of Programming
- CSC501 - Management for the Computer Science Professional
- CSC502 - Ethical Leadership in Software Development
- CSC505 - Principles of Software Development
- CSC506 - Design and Analysis of Algorithms
- CSC507 - Foundations of Operating Systems
- CSC510 - Foundations of Artificial Intelligence
- CSC515 - Foundations of Computer Vision
- CSC525 - Principles of Machine Learning
- CSC580 - Capstone: Applying Machine Learning and Neural Networks

Note: Some Master of Science in Artificial Intelligence and Machine Learning students may also be required to take RES500 as part of their program if they have an undergraduate GPA below 3.00. In this case, the degree is 33 credits.

Master of Science in Data Analytics
Through the Master of Science in Data Analytics program, students are prepared to be strong organizational leaders by using business intelligence and data analytics. Students learn to improve decision-making and business processes in core business functions such as accounting, finance, logistics, management, and strategy through the application of business intelligence solutions and data analytics principles. The importance of data security, privacy, and the ethical treatment of data is enforced. The program demonstrates how to access, extract, transform, integrate, load, validate, and cleanse large data sets. Students learn to evaluate the principles of descriptive, predictive, and prescriptive analytics to address business decisions. Technical topics include data warehousing, data mining and visualization, business analytics, predictive analytics, and enterprise performance management. The program prepares students for careers such as business/systems analysts, business intelligence developers/analysts, ETL developers, data analysts, data architects, and data scientists.

Program Learning Outcomes

- Practice ethical standards of data handling in analytics.
- Apply policies and procedures to ensure the privacy and security of data.
- Analyze large data sets.
- Employ data analytic solutions for business intelligence and forecasting.
- Evaluate principles of predictive analytics to address business challenges.
- Articulate analytical conclusions and recommendations in written, verbal, and visual formats.

Specific Admission Requirements

In addition to the institutional graduate admission standards, students seeking admission to the MSDA program must have an undergraduate degree with a major or concentration in management information systems, information technology, computer science, or database management and demonstrate that they have recently (last 5 years) taken at least introductory courses in the following three areas: computer programming, database management, and statistics.

Students who do not meet the above conditions may be admitted provisionally to the program. Courses from the list below may be required to be completed as a prerequisite to the MSDA coursework to build up background knowledge in these areas for students that do not have courses or industry experience in these subjects in the last five years:

- MIS470 – Data Science Foundation
- MIS407 – Database Concepts

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

Students need a computer that has a 64-bit hardware and software platform.
Courses

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

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

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

MIS595 is an optional course that provides students with practical data analytics experience. This course may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.

**Master of Science in Management**

Students in the Master of Science in Management program are individuals whose careers and management responsibilities transcend a single functional area requiring a broad range of knowledge, skills, and experience in management. The emphasis of this practical management degree program applies to startup, small, and large businesses within both the private and public sectors. Students will prepare for upper management and executive-level positions by developing key managerial competencies—including systems thinking, critical thinking, economic analysis, decision making, international competencies, and ethical leadership applied across a range of industries. This program of study is accredited by ACBSP and academically aligns with the curriculum guidelines of the Society for Human Resource Management (SHRM) which ensures program excellence and professional readiness.

**Program Learning Outcomes**

- Create management decisions that incorporate strategic planning, competitive intelligence, ethical standards, and global acumen.
- Interpret information, research findings, and recommendations for organizational stakeholders.
- Develop solutions to business problems applying qualitative and quantitative analytical reasoning.
- Synthesize stakeholder relationships and perspectives to enhance organizational success within a global marketplace.

Courses
In master’s programs, students choose a core program and then select a specialization area, consisting of four courses. Specializations allow students to take a sequence of courses in a career-relevant field. These courses will complement the program of study based on professional and personal interests. The Master of Science in Management program consists of two tracks, a practitioner track and a research track, which are composed of 8 three-credit major courses, listed in the suggested order of completion:

**Practitioner Track**

- MGT500 - Organizational Behavior
- ECN500 - Global Economics
- PJM500 - Project Management
- FIN520 - Financial Reporting and Analysis
- MGT545 - Strategic Planning and Innovation
- MGT550 - Systems Design
- MGT576 - Qualitative and Quantitative Analyses and Decision Making
- MGT579 - Capstone: Management

**Research Track**

- MGT500 - Organizational Behavior
- ECN500 - Global Economics
- PJM500 - Project Management
- FIN520 - Financial Reporting and Analysis
- MGT545 - Strategic Planning and Innovation
- MGT550 - Systems Design
- MGT575 - Critical Evaluation of Research and Theory
- MGT581 - Management: Strategy and Execution

**Note:** Master's Plus - Some M.S. in Management students may be required to take BUS500 and/or RES500 as part of their coursework if they do not have previous experience/an accredited degree in business courses and/or accounting, finance, or business statistics. In this case, these courses do not count toward the degree program.

Students who do not have a previous business-related degree from an ACBSP-accredited program must complete BUS500 before completing other program requirements. Once the undergraduate program evaluation is completed, students whose prior degrees do not meet the requirements will complete the BUS500, rather than RES500 or RES501.

Provisionally admitted students whose undergraduate degrees the requirements will complete RES500 or RES501, rather than BUS500.

**Master of Science in Military and Emergency Responder Psychology**

This graduate program will prepare students with the theory and methodology utilized to improve the behavioral health of our military personnel and emergency responders. Students will learn about the
essential functions of the organization and personnel structure, unique stressors responders routinely face, adaptation strategies to occupational stress and trauma, as well as research related to resilience and recovery in military and emergency responder personnel. Throughout this program, students will develop a special set of competencies as well as a deep understanding and appreciation for military and responder culture. Upon completion, students will be prepared to apply their skills in a variety of settings often accessed by this population.

Program Learning Outcomes

- Provide specialized knowledge related to the values, mindset, and occupational hazards associated with military and responder work.
- Address current industry gaps and best practices in the four primary domains of practice including:
  a. Assessment (psychological pre-employment, post-critical incident return-to-duty, psychological fitness for duty, etc.) b. Intervention (short-term CBT, EMDR, biofeedback, systems and couples counseling, etc.) c. Operational support (post critical incident, line-of-duty death, long-term deployment and undercover stress reactions, etc.) d. Consultation (suicide intervention training, peer support teams, wellness coaching, etc.)
- Demonstrate depth and breadth of understanding in areas including, but not limited to, psychotherapy theory, service delivery, ethics, assessment, research methods, couples counseling, and cultural competency.
- Apply this knowledge to actual clinical cases in an internship setting.

Specific Admission Requirements

This program is open for enrollment beginning Fall-C 2020. Students wishing to enroll in the program will meet the following requirements:

1. Candidates must have completed a bachelor’s degree preferably in a related field (human services, criminal justice, psychology, social work, or similar).
2. Access to a webcam is required.
3. Acknowledgment of the practicum and internship requirements.

Courses

The Master of Science in Military and Emergency Responder Psychology is composed of 60-credit hours, listed in the suggested order of completion and based on the graduate requirements from The Council for Accreditation of Counseling and Related Educational Programs (CACREP) and meets the state requirements to become a Licensed Professional Counselor Candidate. Students are provided with the concepts and skills associated with the experiences, psychology and support therapy associated with military personnel and emergency responders. The program includes four courses that review the culture, the operational psychology, and the therapy and support structures required to counsel people in these high-stress occupations. The 600-hour internship requirement and the 100-hour practicum requirement is met through the 4-credit hour practicum course and the four internship courses.
Master of Science in Organizational Leadership

In the Master of Science in Organizational Leadership, students will prepare to lead dynamic organizations through complex changes in today's global society. Students gain the ability to meet organizational needs by developing people and processes, as well as implementing strategic initiatives in order to maintain a competitive advantage. Specific topics include organizational structure, culture, the leadership of diverse teams, decision-making, and communication, as each applies to the business needs of today. Students also have the opportunity to synthesize the knowledge they gain along with established theories and research in order to analyze and evaluate current organizational challenges and to propose solutions for increased effectiveness.

Program Learning Outcomes

- Analyze how individuals and groups interact within organizations.
- Develop strategies that support stakeholders and enhance organizational capacity.
- Evaluate how human behavior within organizations affects leadership, communication, ethics, and decision-making.
- Evaluate lifelong learning to advance a cohesive culture within an organization.
- Assess the current challenges of organizational leadership in historical and current contexts.
- Analyze theories of leadership within personal and professional contexts.
- Justify leadership competencies through organizational leadership theory and practice.
- Anticipate technological needs within socially responsible organizations.
Courses

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

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

- ORG502 - Effective Organizations: Theory and Practice
- ORG530 - Business Ethics and Corporate Social Responsibility
- ORG555 - Leading Diverse Teams
- ORG561 - Examination of Modern Leadership
- ORG525 - Decision Theory in a Global Marketplace
- ORG536 - Contemporary Business Writing and Communication
- ORG575 - Critical Evaluation of Research and Theory
- ORG579 - Capstone: Organizational Leadership

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

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

Master of Science in Organizational Leadership - Executive Express

Students can earn a Master of Organizational Leadership through an accelerated six-week cohort option through the Executive Express Path. The CSU Global Organizational Leadership Executive Express Path provides a six-week path for current, relevant, and applied learning to improve graduate-leaders’ competencies in leadership, organizational knowledge, relationship building, and self-awareness. This is achieved through expert faculty, progressive curriculum, and relevant and practical learning.

Program Learning Outcomes

- Analyze how individuals and groups interact within organizations.
- Develop strategies that support stakeholders and enhance organizational capacity.
- Evaluate how human behavior within organizations affects leadership, communication, ethics, and decision-making.
- Evaluate lifelong learning to advance a cohesive culture within an organization.
- Assess the current challenges of organizational leadership in historical and current contexts.
- Analyze theories of leadership within personal and professional contexts.
- Justify leadership competencies through organizational leadership theory and practice.
- Anticipate technological needs within socially responsible organizations.
Specific Admission Requirements

This program requires the student have, or have reliable access to a webcam. In addition to the institutional graduate admission standards, students seeking admission to the MSOL Executive Express Path must have 5+ years of leadership experience, provide a statement of intent that includes the student’s goals and outcomes of the program, provide a letter of recommendation, and have a minimum cumulative grade point average of 3.25 in their previous undergraduate coursework. All coursework must also be completed with a grade of ‘C’ or higher. The Executive Express Path consists of 10 three-credit major courses, listed in the order of completion.

Courses

- ORG502-6 - Effective Organizations: Theory and Practice
- ORG536-6 - Contemporary Business Writing and Communication
- ORG515-6 - Dynamics of Power in Organizations
- ORG530-6 - Business Ethics and Corporate Social Responsibility
- ORG525-6 - Decision Theory in a Global Marketplace
- ORG555-6 - Leading Diverse Teams
- ORG561-6 - Examination of Modern Leadership
- ORG550-6 - Decision Making and Leadership
- ORG595-6 - Organizational Leadership Practicum / Internship
- ORG579-6 - The Executive Leadership Plan

Master of Science in Teaching and Learning

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

Program Learning Outcomes

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

In master’s programs, students choose a core program and then select a specialization area, consisting of four courses. Specializations allow students to take a sequence of courses in a career-relevant field. These courses will complement the program of study based on professional and personal interests. The Master of Science in Teaching and Learning program consists of 8 three-credit major courses, listed in the suggested order of completion:

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

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

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

Master of Science in Teaching and Learning - Education Leadership Principal Licensure Concentration

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

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

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

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

Program Learning Outcomes

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

Specific Admission Requirements

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

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

Courses

The Master of Science in Teaching and Learning with a Principal Licensure Concentration program consists of 13 three-credit core courses, listed in the suggested order of completion. During each principal
licensure course students will also be interning 6-8 hours per week, implementing the principal effectiveness standards that they are learning, in the school in which they are currently teaching.

- OTL502 - Learning Theories and Models of Instruction
- OTL547 - Evaluation and Assessment
- OTL545 - Technology and Innovation
- OTL565 - Cultural Responsiveness in the Differentiated Classroom
- EDL500 - Strategic Leadership
- EDL520 - Instructional Leadership
- EDL530 - School Culture and Equity Leadership
- EDL540 - Human Resource Leadership
- EDL550 - Managerial Leadership
- EDL560 - External Development Leadership
- OTL579 - Capstone: Research-Based Professional Project
- OTL568 - Action Research
- EDL510 - School Leadership Internship

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

OTL568 and EDL510 may be taken as corequisites.

EDL510 may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.

Master of Science in Teaching and Learning - Teacher Licensure Math Concentration

Please note: we are no longer accepting students into this program, as of the 2018-2019 Fall-A trimester. Students currently enrolled in the program are not affected by this change. If you were interested in enrolling in this program, please contact an Enrollment Counselor at 800-920-6723 to discuss alternatives.

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

The Master of Science in Teaching and Learning — Teacher Licensure Math Concentration is a 36-credit hour graduate degree program that consists of four core courses (12 credit hours) in the teaching and learning major and seven courses (24 credit hours) in the Teacher Licensure Concentration. Students in this concentration program are not required to complete a graduate-level specialization. This program is also offered as a non-degree Teacher Licensure.
The certifying agent for the completion of this Licensure program is the Colorado State University-Global Campus Registrar. Eligibility for licensure will be indicated on the official transcript. Due to state authorization, this program may not be available in all states; see the State Specific Authorization Policy regarding internships and practica under Admissions Policies.

Teacher Licensure State Requirements

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

Program Learning Outcomes

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

Specific Admission Requirements

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

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

Courses

The Master of Science in Teaching and Learning with a Teacher Licensure Math Concentration program consists of 12 three-credit courses, listed in the suggested order of completion:

- OTL501 - Educator Effectiveness
OTL590 - Student Teaching I
OTL502 - Learning Theories and Models of Instruction
OTL516 - Effective Mathematics Instruction
OTL539 - Theory and Practice in Backward Design
OTL547 - Evaluation and Assessment
OTL565 - Cultural Responsiveness in the Differentiated Classroom
OTL591 - Student Teaching II
OTL504 - Social, Ethical, and Legal Issues in 21st Century Learning
OTL545 - Technology and Innovation
OTL568 - Action Research
OTL579 - Capstone: Research-Based Professional Project

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

OTL501 and OTL590 must be taken as corequisites. OTL565 and OTL591 must be taken as corequisites.

Master of Science in Teaching and Learning - Teacher Licensure Science Concentration

Please note: we are no longer accepting students into this program, as of the 2018-2019 Fall-A trimester. Students currently enrolled in the program are not affected by this change. If you were interested in enrolling in this program, please contact an Enrollment Counselor at 800-920-6723 to discuss alternatives.

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

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

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

Teacher Licensure State Requirements

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

**Program Learning Outcomes**

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

**Specific Admission Requirements**

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

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

**Courses**

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

- OTL501 - Educator Effectiveness
- OTL590 - Student Teaching I
- OTL502 - Learning Theories and Models of Instruction
- OTL518 - Effective Science Instruction
- OTL539 - Theory and Practice in Backward Design
- OTL547 - Evaluation and Assessment
- OTL565 - Cultural Responsiveness in the Differentiated Classroom
- OTL591 - Student Teaching II
- OTL504 - Social, Ethical, and Legal Issues in 21st Century Learning
• OTL545 - Technology and Innovation
• OTL568 - Action Research
• OTL579 - Capstone: Research-Based Professional Project

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

OTL501 and OTL 590 must be taken as corequisites.

OTL565 and OTL591 must be taken as corequisites.
Graduate Certificates

CSU Global offers credentialed graduate certificates that may be declared as a single program of study. Students interested in certificate programs must meet standard admissions requirements. Certificates may be financial aid eligible. Please contact a Student Success Counselor with any questions regarding these programs.

Students interested in certificate programs should have a firm knowledge of the basic competencies indicated by the learning outcomes. This includes knowledge of specialized terminology, work flow, or technology. A previous exposure to curriculum may be necessary for student success.

Graduate Certificate in Business Analytics

The Graduate Certificate in Business Analytics is a 12 credit-hour stand-alone certificate. Students who would like to broaden their skills in designing, developing, and implementing enterprise-level business analytics solutions for decision-making purposes will benefit from this certificate. Through this coursework, students cover an entire spectrum of business analytics, including foundations of data analytics, data mining and visualization, predictive analytics, and business analytics. Students interested in these courses should have experience or recent course work in programming and statistics, as well as, the ability to grasp and understand the fundamental principles of business analytics.

Certificate Learning Outcomes

- Evaluate the tools used by successful business analytics leaders.
- Apply data mining and predictive analytics to large data sets providing patterns, trends, and relationships.
- Demonstrate the principles of descriptive, predictive, and prescriptive analytics.
- Communicate business analytics through visualization and reporting.
- Provide analytical solutions that enable organizational leadership to make informed decisions and forecasts.

Special Admission Requirements

In addition to the institutional graduate admission standards, students seeking admission to the Graduate - Business Analytics Certificate must demonstrate that they have knowledge in the following areas: computer programming and statistics. Students entering this certificate must complete the exam within MIS444 to demonstrate this knowledge and achieve a satisfactory score.

Students need a computer that has a 64-bit hardware and software platform.

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

Graduate Certificate in Cyber Security

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

Certificate Learning Outcomes

• Evaluate internal and external threats and vulnerabilities to data assets in the enterprise and provide recommendations to mitigate or eliminate areas of weakness.
• Compare and contrast the concepts of security and privacy, and explain how the imperatives for each may compliment or interfere with the imperative for the other.
• Describe and analyze the implications of major emerging technology trends, issues, and threats to the security and privacy of networks and information.
• Analyze possible threats to organizational data and recommend course(s) of action to mitigate cybercrime attacks.
• Analyze a network for vulnerabilities to common cyber-based attacks.

Courses

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

Graduate Certificate in Digital Instructional Architecture

The Graduate Certificate in Digital Instructional Architecture focuses on instructional design and program development in the technology-driven, online-learning environment. Students with a formal background in education, training, and/or adult learning will gain an advanced understanding of designing and building effective, state-of-the-art, online and digital curriculum and learning assets. Students will actively analyze, design, develop, and evaluate tools, programs, and systems to create and assess powerful and engaging learning experiences for learners in businesses, academic institutions, and other organizations. This certificate includes a combination of didactic, practical, and hands-on learning. Through online courses and internship experiences, students will collaborate with instructors, colleagues, and instructional architecture
professionals. This certificate program is open to students with an undergraduate degree or graduate degree in education, adult learning, training, or other related field. Students are required to have an internship placement for program entry.

Certificate Learning Outcomes

- Apply instructional design models in the creation of engaging online learning environments.
- Apply learning theories to support engaging teaching and learning online.
- Integrate digital content into course architecture.
- Manage instructional architecture projects.
- Assess the effectiveness of design and project management using course and learner data.
- Create courses inclusive of all learners in an online environment.

Courses

- ISD500 - Advanced Theory of Instructional Design and Architecture
- ISD501 - Design and Project Management for Instructional Architects
- ISD502 - Learning Technologies and Innovation
- ISD503 - Course Development and Project Evaluation

Note: Courses must be taken in sequence listed. Students can take ISD500 and ISD501 concurrently and ISD502 and ISD503 concurrently if they wish to accelerate certificate completion.

Graduate Certificate in Educational Leadership -- Principal Licensure

The Educational Leadership - Principal Licensure Certificate is a stand-alone certificate designed to provide students who already have a master’s degree with the educational leadership skills necessary for being a Principal. The program is aligned with the Interstate Leader’s Licensure Consortium’s national standards and the Colorado Principal Licensure Standards. These defined standards provide outcomes that are fundamental for educational leaders to have in today's complex schools- vision, instructional leadership, management, community collaboration, integrity, and comprehension of educational context in our society. Students will apply these principles and objectives in practical academic settings both in the coursework and through an ongoing internship experience integrated into all the courses of this certificate. The Educational Leadership - Principal Licensure Certificate is a 24 credit-hour stand-alone certificate in the Principal Licensure, focused on educational leadership and administration. Students in this certificate program are not required to have completed a master’s degree before admission.

Certificate Learning Outcomes

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

Special Admission Requirements

Students interested in completing the Principal Licensure Concentration must complete additional provisions. The following documents must be submitted through the Student Portal no later than 14 days prior to start of the term in which the student wishes to enroll in EDL500: - A copy of the student’s current teaching license. Vision statement defining their view of “great school leadership.” - An identity history summary that includes a Declaration of Eligibility form and a complete set of fingerprints taken by a qualified law enforcement agency. - A resume that provides documented evidence of two or more years of full-time successful experience working as a licensed or certificated professional in a public or non-public elementary or secondary school in the United States, additional professional employment, leadership skills, special skills, publications, exhibitions, awards, and service activities. - A reference letter completed by a school administrator indicating that the student has the skills and disposition to be an effective school leader.

Courses

- EDL500 - Strategic Leadership
- EDL510 - School Leadership Internship
- EDL520 - Instructional Leadership
- EDL530 - School Culture and Equity Leadership
- EDL540 - Human Resource Leadership
- EDL550 - Managerial Leadership
- EDL560 - External Development Leadership
- OTL568 - Action Research

Note: EDL510 may not be available in all states; see the State Specific Authorization Policy under Admissions Policies. During each Principal Licensure course, students will also be interning 6-8 hours per week, implementing the principal effectiveness standards that they are learning, in the school in which they are currently teaching.

OTL568 and EDL510 may be taken as corequisites.

This course may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.
Graduate Certificate in Human Resource Management

Students in the Graduate Certificate in Human Resource Management, a 12 credit-hour stand-alone program, will study the theory and applications necessary to integrate the human resource role with the strategic goals of an organization. Students will learn to manage people in today’s global and dynamic marketplace effectively. Students will develop the applied skills to manage, train strategically, and develop human resources for enhanced organizational performance. This certificate program is eligible for financial aid.

Certificate Learning Outcomes

- Identify the strategic role of the human resource function in facilitating the accomplishment of an organizational mission, goals, and objectives through the creation of aligned organizational systems and practices.
- Understand the principles and values associated with creating high performance and high trust work systems within a rapidly changing global environment.
- Develop skills required to measure organizational performance and to create human resource systems essential for monitoring, improving, and rewarding performance consistent with an organizational culture.
- Identify the global issues affecting human resource management and develop the skills to address complex issues associated with effectively managing people in a global context.

Courses

- HRM500 - Managing Human Resources
- HRM515 - Legal and Human Resource Dimensions of Business Management
- HRM540 - Maximizing Human Capital
- HRM560 - Staffing and Talent Development

Graduate Certificate in Project Management

The Graduate Certificate in Project Management, a 12 credit-hour stand-alone program, provides students with the business and management skills to evaluate, synthesize, analyze, and apply the concepts required when leading unique projects within the context of large, global organizations. Project management best practices are acknowledged and applied throughout the program, including the planning and execution of projects, the management of contracts and asset procurement, and the skills needed to lead complex projects and manage teams in a dynamic environment. Advanced topics include decision sciences, risk management, project control and monitoring, and financial metrics.

Certificate Learning Outcomes
- Employ the knowledge and skills needed to solve organizational problems using a systematic decision-making approach.
- Apply advanced project management and organizational principles and skills to successfully implement projects.
- Execute effective planning and control strategies and best practices for time, cost, scope, quality, and risk management, to ensure of project success.
- Critically analyze the environment in executing projects within a global marketplace.

Courses

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

Graduate Certificate in Strategic Digital Information in Marketing

The Title IV Strategic Digital Information in Marketing Certificate is a 21-credit hour offering that provides students with the foundation and framework for a leadership role in marketing. The focus will be on the development of leadership skills in the marketing discipline and brings them up to date with current digital, internet, mobile, and e-commerce strategies that integrate with traditional marketing practices to remain relevant in today’s rapidly changing markets (domestic and global). This certificate is available to students in all graduate programs.

Certificate Learning Outcomes

- Construct traditional and digital marketing strategies that align with the marketing mix to establish and/or maintain global and industry competitive advantage.
- Describe effective brand and product management leadership strategies.
- Contrast digital and traditional market research.
- Create strategic recommendations through digital analytics and traditional marketing.

Courses

- MKG500 - Marketing Management
- ORG502 - Effective Organizations: Theory and Practice
- ECN500 - Global Economics
- MIS500 - Foundations of Data Analytics
- MKG510 - Strategic Analysis of IMC and Digital Marketing
- MKG520 - Management of Marketing Research and Data Analytics
- MKG580 - Capston: Strategic Product and Brand Management
Graduate Licensure Programs

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

Education Leadership Principal Licensure

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

This state-approved, online principal licensure program consists of eight courses for a total of 24 credit hours. This program is also offered as a concentration within the Master of Science in Teaching and Learning. Due to state authorization this program may not be available in all states; see the State Specific Authorization Policy regarding internships and practica, under Admissions Policies. Any possible graduate-level transfer credit requires Program Chair approval to be applied for course credit.

Program Learning Outcomes

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

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

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

Courses

EDL500 - Strategic Leadership
EDL520 - Instructional Leadership
EDL530 - School Culture and Equity Leadership
EDL540 - Human Resource Leadership
EDL550 - Managerial Leadership
EDL560 - External Development Leadership
OTL568 - Action Research
EDL510 - School Leadership Internship

Note: OTL568 and EDL510 may be taken as corequisites.

EDL510 may not be available in all states; see the State Specific Authorization Policy under Admissions Policies.

Teacher Licensure Math

This program is not open for enrollment to incoming students. The Teacher Licensure Math program is designed to provide students with the skills necessary for being an effective teacher within the mathematics discipline. The program is aligned with the InTASC Model Core National Teaching Standards, the Performance-Based Standards for Colorado Teachers, the Colorado Educator Effectiveness Teacher Quality Standards, and the Colorado 8.0 Content Standards to provide outcomes that are fundamental in today’s complex schools. Students apply these principles and objectives in practical academic settings through coursework and through an ongoing student teaching experience integrated into all the courses. This state-approved, online teacher licensure program consists of seven courses for a total of 24 credit hours. This program is also offered as a concentration within the Master of Science in Teaching and Learning. Due to state authorization, this program may not be available in all states; see the State Specific Authorization Policy regarding internships and practica, under Admissions Policies. Any possible graduate-level transfer credit requires Program Chair approval to be applied for course credit.

Program Learning Outcomes

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

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

- Official documentation of a passing score of 220 on the Mathematics (04) PLACE test OR a passing score of 160 on the Praxis II Mathematics (#5161) exam. Visit http://www.cde.state.co.us/cdeprof/content_tests for more information.
- A Declaration of Eligibility form.
- Colorado fingerprint requirement met.
- A vision statement defining their view of “effective teachers.”
- A resume that includes all collegiate work, professional employment, teaching skills, teaching or training experience, special skills, publications, exhibitions, awards, and service activities.
- A reference letter indicating that the candidate has the skills and disposition to be an effective teacher. Teacher Licensure Math requirements vary from state-to-state. This program was established and approved based on the State of Colorado standards (http://cde.state.co.us/educatoreffectiveness/teacherqualitystandardsreferenceguide). Students are solely responsible for checking what the specific requirements are from their state’s Department of Education.

### Courses

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

**Note:** OTL501 and OTL590 must be taken as corequisites.

OTL565 and OTL591 may be taken as corequisites.

### Teacher Licensure Science

This program is not open for enrollment to incoming students. The Teacher Licensure Science program is designed to provide students with the skills necessary for being an effective teacher within the science discipline. The program is aligned with the InTASC Model Core National Teaching Standards, the
Performance-Based Standards for Colorado Teachers, the Colorado Educator Effectiveness Teacher Quality Standards, and the Colorado 8.0 Content Standards to provide outcomes that are fundamental in today’s complex schools. Students apply these principles and objectives in practical academic settings through coursework and through an ongoing student teaching experience integrated into all the courses. This state-approved, online teacher licensure program consists of seven courses for a total of 24 credit hours. This program is also offered as a concentration within the Master of Science in Teaching and Learning. Due to state authorization, this program may not be available in all states; see the State Specific Authorization Policy regarding internships and practica, under Admissions Policies. Any possible graduate-level transfer credit requires Program Chair approval to be applied for course credit.

Program Learning Outcomes

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

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

- Official documentation of a passing score of 220 on the Science (05) PLACE test OR a passing score of 152 on the Praxis II General Science (#0435 or #5435) exam. Visit http://www.cde.state.co.us/cdeprof/content_tests for more information.
- A Declaration of Eligibility form.
- Colorado fingerprint requirement met.
- A vision statement defining their view of “effective teachers.”
- A resume that includes all collegiate work, professional employment, teaching skills, teaching or training experience, special skills, publications, exhibitions, awards, and service activities.
- A reference letter indicating that the candidate has the skills and disposition to be an effective teacher. Teacher Licensure Science requirements vary from state-to-state. This program was established and approved based on the State of Colorado standards (http://cde.state.co.us/educatoreffectiveness/teacherqualitystandardsreferenceguide). Students are solely responsible for checking what the specific requirements are from their state’s Department of Education.

Courses

OTL501 - Educator Effectiveness
OTL590 - Student Teaching I
OTL502 - Learning Theories and Models of Instruction
OTL518 - Effective Science Instruction
OTL539 - Theory and Practice in Backward Design
OTL547 - Evaluation and Assessment
OTL565 - Cultural Responsiveness in the Differentiated Classroom
OTL591 - Student Teaching II

**Note:** OTL501 and OTL590 must be taken as corequisites.

OTL565 and OTL591 may be taken as corequisites.
Graduate Specializations

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

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

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

Graduate Specialization for English K-12 Educators

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

Program Learning Outcomes

- Develop a comprehensive thesis and literature review that incorporates research and argues an informed position concerning an academic issue within the current literature of English language & literature studies.
- Critically evaluate personal bias within the current literature of English language and literature studies.
- Critically evaluate the work of seminal and key critics within the current literature of English language and literature studies.
- Critically evaluate the impact of race, class, and gender within the current literature of English language and literature studies.
- Develop a graduate-level academic writing process that incorporates research, pre-writing strategies, annotated bibliographies, annotated outlines, peer reviewing, working with Smarthinking and the Writing Center, revision and proofreading strategies, and MLA formatting.

This specialization is only available to students in the Master of Science in Teaching & Learning program. English K-12 Educators specialization courses in order of completion:

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

Graduate Specialization for Math K-12 Educators

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

Program Learning Outcomes

• Critically evaluate the current research focused on advanced mathematical & statistical studies.
• Appraise and critique current pedagogy utilized in mathematics instruction for secondary and undergraduate mathematics education.
• Examine high-level proofs and solutions to mathematics problems and design lesson plan modules to relay that information to students in secondary and undergraduate mathematics education.
• Assemble a teaching portfolio of advanced mathematics lesson plans that use the current, best pedagogy.

This specialization is only available to students in the Master of Science in Teaching and Learning program. Math K-12 Educators specialization courses in order of completion:

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

Accounting

Students must complete a specialization that consists of four graduate courses (12 semester hours of credit) as a supplement to their program major. Specializations allow students to select a series of courses in a career-relevant area based on professional/personal interests. Not all specializations are available for all degree programs. See the Master's Degree Specialization Chart for more information. Students should
consult the requirements for their specific degree program prior to starting specialization coursework. Students should complete most major courses for their program (except the capstone prep and capstone project) before taking specialization courses. Once a student has completed all the courses within a specialization, they can request a non-transcribable Certificate of Completion to be mailed to them prior to the completion of their degree. Students should contact their Student Success Counselor for more information.

Program Learning Outcomes

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

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

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

Applied Business Management

This specialization facilitates students’ acquisition of skills needed for effective managerial acumen, including knowledge of human resource topics, concepts related to strategic planning, communication strategies and knowledge of financial principles. This specialization is available to all graduate degree options.

Program Learning Outcomes

- Evaluate human resource policies and regulatory influences on business decisions.
- Appraise theories and decision processes to support organizational success.
- Synthesize internal and external factors of strategic management to optimize organizational positioning and competitiveness in today’s dynamic marketplace.
- Analyze the elements, principles, barriers, and levels of strategies surrounding effective managerial communication.

This specialization is available to all graduate students, except for those in the Master of Professional Accounting program. Applied Business Management specialization courses in order of completion:
Artificial Intelligence and Machine Learning

The Graduate Specialization in Artificial Intelligence and Machine Learning will provide students with necessary skills in the areas of programming, artificial intelligence, computer vision, and machine learning. This specialization will provide students the ability to analyze and associate artificial intelligence principles into scenarios that are used in representing reasoning and uncertainty in a perceptive environment. Students will learn how to utilize techniques that can be used for image analysis and deconstruction, and how to apply statistical techniques to build models that can provide for accurate representations of knowledge uncertainty for a given scenario. Finally, students will gain the ability to apply knowledge in artificial intelligence and machine learning in order to implement holistic solutions for a given problem or scenario.

Students applying for this specialization must first undergo a review by the program chair and be determined to have taken an advanced course in Discrete Mathematics, and an advanced course in Probability and Statistics or equivalent. Students who do not meet this requirement are not admissible into the specialization. Students may seek to earn pre-requisite coursework as a non-degree seeking student with CSU Global. CSU Global pre-requisite coursework is:

- MTH350 Discrete Mathematics
- MTH410 Quantitative Business Analysis

Program Learning Outcomes

- Identify principles and techniques associated with search methods in artificial intelligence.
- Evaluate the effects of uncertainty in a probabilistic setting using artificial intelligence techniques.
- Analyze technical mechanisms used to deconstruct an image for modeling.
- Apply techniques that can be used to represent uncertainty in a system.
- Implement machine learning models for a given scenario.

Please note that this specialization is not open for enrollment until the Spring C term.
Business Intelligence

In this specialization students are prepared to be organizational leaders by using business intelligence and business analytics. Students learn to convert data into information that organizations can use to meet strategic objectives. Students demonstrate the tools and techniques used for collecting, analyzing, transforming, and visualizing data into functional business knowledge for informed decision-making in an enterprise organization. Students focus on providing knowledge that allows enterprises to improve performance and remain competitive. Students interested in this specialization should have experience or recent course work in programming and statistics.

Program Learning Outcomes

- Explain the impact of business intelligence in enterprise organizations.
- Apply analytic results to operational function improvement.
- Utilize business intelligence tools and techniques including visualization to inform organizational leadership.
- Communicate analysis to allow informed business decisions and improved performance.
- Use tools to mine data from large data sets.

In addition to the institutional graduate admission standards, students seeking to take the Business Intelligence Specialization must demonstrate that they have knowledge in the following areas: computer programming and statistics. Students entering this certificate must complete the exam within MIS444 to demonstrate this knowledge and achieve a satisfactory score. Students need a computer that has a 64-bit hardware and software platform.

- MIS540 - Introduction to Business Intelligence
- MIS510 - Data Mining and Visualization
- MIS542 - Business Analytics
- MIS543 - Enterprise Performance Management

Contemporary Practices in K-12 Online Learning

This specialization offers professional educators an opportunity to learn focused skills in K-12 online teaching. As schools expand their online offerings, and as students expect more technological engagement, educators need to be comfortable and adept with best practices in online education including teaching, assessment, community building, and instructional design. The needs of today's global educators are addressed through these three core courses and a hands-on practicum. CSU Global does not provide educator licensing or endorsement. This specialization is no longer available.

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

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

• OTL538 - 21st Century Teaching and Learning
• OTL546 - Building Online Learning Communities
• OTL562 - Assessment, Differentiation and Design
• OTL578 - Seminar K-12 Online Teaching

**Criminal Justice Leadership**

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

**Program Learning Outcomes**

• Discuss ethical issues facing criminal justice organizations and personnel.
• Analyze the influences of leadership and management on criminal justice organizational culture.
• Analyze the policy and political implications of criminal justice administration and leadership.
• Assess criminological theories and understand the relationship between theory and practice.

This specialization is available to all graduate programs except the M.S. in Teaching and Learning, the M.S. in Data Analytics, the Master of Healthcare Administration and Management, the Master of Professional Accounting, and the Master of Criminal Justice programs. Criminal Justice Leadership specialization courses in order of completion:

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

**Cyber Security**
The Cyber Security specialization provides advanced knowledge for the practical application of securing data and protecting digital assets. IT professionals will learn to mitigate malicious cyber activities through the implementation of security solutions within local and enterprise infrastructures by focusing on topics such as security management, risk and vulnerability controls, data encryption, and cybercrime prevention.

Program Learning Outcomes

- Analyze network infrastructure vulnerabilities.
- Determine recommendations to mitigate possible attacks of network resources.
- Evaluate enterprise network systems in order to streamline secure operations.
- Compose an alternative operations strategy in the event of computer-related attacks.
- Demonstrate knowledge of secure transmission and encryption methodologies for secure enterprise networking.
- Implement security strategies that defend organizations from cybercrime.

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

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

Educational Technology and Instructional Design

The K-12 Instructional Design and Education Technology (K-12 ID & Ed Tech) specialization is ideal for educators or instructional designers who want to expand their expertise in the design and development of K-12 online educational environments. Instructional designers, K-12 educators, K-12 technology specialists, K-12 curriculum developers, and K-12 library and media specialists will benefit from the principles of solid online course development and design in a variety of K-12 online educational environments. Unlike other programs that are geared toward corporate instructional design principles and adult-learners, the coursework in this specialization focuses on the K-12 online learning environments but also leads others in designing and expanding their school's K-12 online offerings. CSU Global does not provide educator licensing or endorsement. This specialization is no longer available.

Program Learning Outcomes

- Synthesize principles specific to K-12 online instructional design and assessment.
- Utilize a variety of authoring tools to create engaging curriculum.
- Design professional learning opportunities for educators relevant for the 21st century K-12 student around a variety of delivery models.

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

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

**English Language Learning**

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

**Program Learning Outcomes**

- Integrate fundamental knowledge in Phonetics, Phonemics, Morphology, Syntax, and linguistics as they are applied to English Language Learners.
- Understand and integrate key theories of language acquisition to linguistically diverse educational
- Gain an understanding of the federal and state laws and court decisions that have determined the schools’ obligation toward the education of English Language Learners.
- Develop and evaluate instructional plans that are aligned with state and national standards for English Language Learners.
- Develop the ability to assess ELL students using English Language Proficiency Assessments and classroom-based assessment methods

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

- ELL500 - English Language Learners
- ELL505 - Language Acquisition and Linguistics
- ELL520 - Literacy and the English Language Learner
- ELL530 - Assessment and Administration of ELL Programs

**Finance**

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

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

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

- FIN510 - Financial Economics
- FIN520 - Financial Reporting and Analysis
- FIN560 - Derivatives and Asset Pricing
- FIN575 - International Financial Management

Fraud Management

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

Program Learning Outcomes

- Analyze the many different types of fraud.
- Discuss the global impact of fraud.
- Describe the legal framework and issues for fraud management and investigation.
- Apply computer-aided fraud data analysis.
- Determine various investigative tactics and techniques for conducting fraud investigations.
- Apply tools and methods of fraud investigation.

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

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

Global Management

Students in the Global Management specialization will learn how to manage organizations utilizing their
knowledge of diverse human resources and communication matters. Students will also acquire knowledge of technology infrastructures, including risks and benefits related to technology, and the importance of supporting infrastructures. Student’s studies will be framed within the diverse field of managerial decision responsibilities focused on a dynamic and future perspective.

Program Learning Outcomes

- Apply the principles and theories of human resources to assess HR needs from a global perspective.
- Leverage the value of technology to support organizational success.
- Evaluate decision frameworks that incorporate aspects of diversity.
- Demonstrate an understanding of the multiple levels and forms of communication within an organizational environment.

This specialization is available to students in all graduate programs, except the M.S. in Teaching & Learning, the Master of Information Technology Management, and the Master of Professional Accounting. Global management specialization courses are in order of completion:

- HRM515 - Legal and Human Resource Dimensions of Business Management
- MIM530 - Technology Management in the Global Economy
- ORG525 - Decision Theory in a Global Marketplace
- MGT535 - Managerial Communication in the Global Marketplace

Healthcare Administration

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

Program Learning Outcomes

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

This specialization is available to students in all graduate programs except the M.S. in Teaching and Learning, the Master of Healthcare Administration, and the Master of Professional Accounting programs. Healthcare Administration specialization courses in order of completion:
• HCM500 - The U.S. Healthcare System
• HCM520 - Quality and Performance Improvement in Healthcare
• HCM542 - Healthcare Operations Management
• HCM565 - Healthcare Finance
• HCM570 - Healthcare Information Systems

Please note that students must choose either HCM565 or HCM570. Students are not required to take both courses.

Human Resource Management

Students in the graduate, Human Resources Management specialization, will study the theory and applications necessary to integrate the human resource role with the strategic goals of an organization. Students will learn to manage people in today's global and dynamic marketplace effectively. Students will develop the applied skills to manage, train strategically, and develop human resources for enhanced organizational performance.

Program Learning Outcomes

• Evaluate the strategic role of the human resource function in facilitating the accomplishment of an organizational mission, goals, and objectives through the creation of aligned organizational systems and practices.
• Synthesize the principles and values associated with creating high performance and high trust work systems within a rapidly changing global environment.
• Assess organizational performance and to create human resource systems.
• Select techniques to address and manage global issues affecting human resource management.

This specialization is available to students in all graduate programs except Human Resource Management, the M.S. in Teaching & Learning, and the Master of Professional Accounting. Human Resource Management specialization courses in order of completion:

• HRM500 - Managing Human Resources
• HRM515 - Legal and Human Resource Dimensions of Business Management
• HRM540 - Maximizing Human Capital
• HRM560 - Staffing and Talent Development

Human Resources Performance

Organizations, whether private or public, face an increasing need to improve their effectiveness. Successful organizations will be those that anticipate change and develop strategies in advance. Students in this specialization will study the critical elements that contribute to high performance and organizational
effectiveness, all within the framework of an organized labor employee base. Students will be provided with skills and insights into managing organized labor employees in dynamic environments.

Program Learning Outcomes

- Analyze the need and processes for enhancing organizational performance and human capital.
- Evaluate criteria for performance excellence in dynamic environments.
- Synthesize the role of leadership and strategic planning in performance management.
- Develop processes for effective human resource policies.
- Evaluate the technological impact on HRM practices.

This specialization is available to students in all graduate programs except Human Resource Management, the M.S. in Teaching and Learning, and the Master of Professional Accounting. Human Resource Performance specialization courses in order of completion:

- HRM500 - Managing Human Resources
- ORG521 - Managing Dynamic Environments
- HRM540 - Maximizing Human Capital
- HRM550 - Strategic Labor Relations

Information Technology

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

Program Learning Outcomes

- The ability to align business and IT objectives for a common strategic direction that promotes operational efficiency/technological dominance.
- Evaluation of cutting edge technology as well as the current industry standard with an analysis of the impacts on the organization.
- Serve as the lead for flexible, sustainable, and efficient enterprise-wide IT infrastructure solutions that add value to the organization.
- Communicate IT plans and recommendations to C-Level executives on technological solutions that foster competitive advantages in the workplace.

This specialization is available to students in all graduate programs except the Master in Information Technology Management program, the Master of Finance, the Master of Human Resource Management,
the M.S. in Teaching & Learning, and the Master of Professional Accounting. Information Technology specialization courses in order of completion:

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

**International Management**

Students in the graduate specialization in International Management will prepare for international management career opportunities within multinational industries and organizations. Today’s dynamic global marketplace requires well-prepared graduates with strong managerial skills and understanding of culture business issues that contribute to the international business community. Upon completion of the program, students will be prepared to confront challenges and seek strategic opportunities within the structure of global commerce.

**Program Learning Outcomes**

- Develop comprehensive strategic business plans for global expansion.
- Analyze competitive markets and the economic and political factors that affect them.
- Recommend strategies to support principles of corporate sustainability, social responsibility, and ethics within a global environment.
- Synthesize concepts related to regulatory requirements, economic theories and business decisions.

This specialization is available to students in all graduate programs except the Master of International Management program, the M.S. in Teaching & Learning, and the Master of Professional Accounting. International Management specialization courses in order of completion:

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

**Online Learning Innovation and Design**

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

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

This specialization is available to students in The M.S. in Management, the M.S. in Organizational Leadership, the M.S. in Teaching & Learning and the Master of Human Resource Management programs:

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

Organizational Leadership and Change Management

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

Program Learning Outcomes

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

This specialization is available to students in all graduate programs except for M.S. in Organizational Leadership and the Master of Professional Accounting. Organizational Leadership and Change Management specialization courses in order of completion:

- ORG525 - Decision Theory in a Global Marketplace
- ORG521 - Managing Dynamic Environments
Organizational Learning and Performance

The Organizational Learning and Performance specialization prepares students to effectively create and drive training and development programs that are critical for the success of today’s global workplaces. Students will learn to apply essential learning strategies and instructional design techniques in order to increase performance and accomplish organizational goals. Key topics include performance and delivery systems, assessment and evaluation, the use of learning technologies, and strategic planning and leadership.

This Specialization has been aligned to the Certified Professional in Learning & Performance (CPLP) certification offered by ASTD (the American Society for Training & Development). CSU Global does not provide educator licensing or endorsement.

Program Learning Outcomes

- Prepare strategies for developing, managing, & leading learning programs.
- Identify key concepts, principles, and trends influencing workplace learning.
- Analyze and apply assessment and evaluation techniques to qualitative and quantitative measure the results of various learning programs.
- Utilize diverse learning technologies to achieve desired learning goals.
- Create learning solutions the address changing demographics in employee and customer bases.

This specialization is available to students in all graduate programs except the Master of Professional Accounting program. Organizational Learning and Performance specialization courses in order of completion:

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

Population Health

The specialization provides a comprehensive foundation in the essentials of population health — new care-delivery structures, socioeconomic determinants of disease, data analytics, and identifying Community Health Needs. This program will enable students to enhance their skills in population health, to lead and manage complex population healthcare programs and services.
Program Learning Outcomes

- Analyze the structure of the U.S. healthcare system and its impact on population health outcomes.
- Assess new priorities and requirements in prevention, evidence-based practice, comparative effectiveness, public health, and health policy established by the population health framework.
- Evaluate how health information systems support and inform data analytics, decision-making, and workflow within and across healthcare settings.
- Discuss how population health programs and initiatives are advanced by identifying community health needs and managing costs and to improve access, quality, and safety.

This specialization is available to students in all graduate programs except the M.S. in Data Analytics, the M.S. in Teaching & Learning, the Master of Criminal Justice, and the Master of Professional Accounting.

Population Health specialization courses in order of completion:

- HCM505 - Principles of Population Health
- HCM532 - Healthcare Change Management, Innovation, and Entrepreneurship
- HCM555 - Health Informatics & Population Health Analytics
- HCM575 - Population Health Program Assessment, Implementation, and Evaluation

Project Management

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

Program Learning Outcomes

- Employ the knowledge and skills needed to solve organizational problems using a systematic decision-making approach.
- Apply advanced project management and organizational principles and skills to successfully implement projects.
- Execute effective project planning and control strategies and best practices for time, cost, scope, quality and risk management, to ensure project success.
- Critically analyze the environment in executing projects within a global marketplace.

This specialization is available to students in all graduate programs except the Master of Project Management program, the M.S. in Teaching & Learning, and the Master of Professional Accounting.

Project Management specialization courses in order of completion:
### Strategic Digital Information in Marketing

The Strategic Digital Information in Marketing specialization provides students with the foundation and framework for a leadership role in marketing. The focus will be on the development of leadership skills in the marketing discipline and brings them up to date with current digital, internet, mobile, and e-commerce strategies that integrate with traditional marketing practices to remain relevant in today’s rapidly changing markets (domestic and global).

#### Program Learning Outcomes

- Construct traditional and digital marketing strategies that align with the marketing mix to establish and/or maintain global and industry competitive advantage.
- Describe effective brand and product management leadership strategies.
- Contrast digital and traditional market research.
- Create strategic recommendations through digital analytics and traditional marketing.

This specialization is available to students in all graduate programs except the M.S. in Teaching & Learning, and the Master of Professional Accounting. Strategic Digital Information in Marketing specialization courses are listed in order of completion:

- MKG500 - Marketing Management
- MKG510 - Strategic Analysis of IMC and Digital Marketing
- MKG520 - Management of Marketing Research and Data Analytics
- MKG580 - Capston: Strategic Product and Brand Management

### Strategic Innovation and Change Management

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

#### Program Learning Outcomes

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

This specialization is available to students in all graduate programs except for the Master of Professional
Accounting. Strategic Innovation and Change Management specialization courses in order of completion:

• MGT571 - Strategic Product Innovation
• ORG515 - Dynamics of Power in Organizations
• HRM560 - Staffing and Talent Development
• MGT535 - Managerial Communication in the Global Marketplace

Note: Students in the Master of Human Resource Management program will take HRM520 in place of
HRM560.

Students in the Master of Organizational Leadership program will take MIM530 instead of MGT535.

Teacher Leadership

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

Program Learning Outcomes

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

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

• OTL505 - Educational Systems and Change
• OTL510 - Teacher Leadership
• OTL515 - Teacher as an Instructional Change Agent
• OTL560 - Facilitating Learning and Transfer
# Graduate Specializations

## Customize Your Degree With A Specialization

Master of Professional Accounting students must choose an area of emphasis to complete their core coursework. They may not choose a specialization. The areas of emphasis are:

- Auditing & Assurance
- Data Analytics
- Fraud Investigation & Forensic Accounting
- Professional Accounting
- Taxation

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<tr>
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<th>M.S. in Organizational Leadership</th>
<th>M.S. in Teaching and Learning</th>
<th>Master of Criminal Justice and Law</th>
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**SPECIALIZATIONS**

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

Going through my program has helped me develop new ideas on how to be an effective educator. I have always enjoyed teaching people how to do things and breaking things down into bite sized, easy-to-understand concepts. The classes I’ve taken so far have helped me sharpen those skills and I can't wait to get out and really put my new skills to use in the classroom.

—Joshua Stoneking, M.S. in Teaching and Learning Student
Accounting

ACT300 - Principles of Accounting I
Course Description
Students will demonstrate understanding of accounting standards and practices in preparing, analyzing, and interpreting financial transactions relevant to businesses in today’s world of automation, business intelligence, and data analytics. Primary emphasis is on the financial accounting system for corporations and the procedures for recording, summarizing, reporting, and interpreting results of business activities. This course will cover the development of basic financial accounting statements, ethical considerations, and the application of Generally Accepted Accounting Principles (GAAP).
Credit Hours: 3

ACT301 - Financial Accounting
Course Description
This course is intended for the user of financial information. The goal of the course is to provide the tools for making more informed business decisions. Included are an analysis of the various financial statements, their use, and limitations in making business decisions. A detailed analysis of the components of the financial statement and their economic impact on wealth creation for the organization is emphasized. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

ACT305 - Managerial Accounting
Course Description
This course provides a thorough understanding of basic accounting principles for managerial purposes. Topics covered include managerial uses of accounting information, including product costing, decision making, differential accounting and responsibility accounting. This is a basic course that aids in building a foundation for financial analysis and decision-making. This course is considered prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. This course is no longer available.
Credit Hours: 3

ACT325 - Principles of Accounting II
Course Description
This course expands on financial accounting concepts presented in ACT300 Principles of Accounting I. Using automation, students will take a systematic approach in analyzing financial and nonfinancial data to assist managers and other users of accounting information in the decision-making process of an organization. Concepts presented include managerial accounting concepts of cost flows through a business, cost accounting systems, cost-volume-profit analysis (CVP), product costing, capital budgeting, operational budgets, variance analysis, performance measurement, balanced scorecard, content and
preparation of the statement of cash flows, and financial statement analysis. Recommended Prior Course: ACT300. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**ACT350 - Intermediate Accounting I**

**Course Description**
This course provides a comprehensive study of accounting principles and financial statements using automation, business intelligence, data analytics, and other digital technologies in performing measurement and valuation related to the assets and current liabilities on the balance sheet. Students will develop an understanding of the intersection of artificial business intelligence with financial reporting and the codification of accounting standards. Students will use automation in financial statement analysis through the interpretation of data and financial statement disclosures. Students will analyze real-world situations through case studies, research accounting and automation concepts, and apply IFRS standards to GAAP standards. Students will present an assessment of the effect each standard may have on a situation, communicate findings, and facilitate workplace solutions in a team-based environment. Recommended Prior Course: ACT325 (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**ACT360 - Intermediate Accounting II**

**Course Description**
This course extends knowledge gained in ACT350 involving measurement and valuation related to the assets and current liabilities on the balance sheet and provides a comprehensive study of accounting principles and financial statements using automation, business intelligence (BI), data analytics, and other digital technologies in performing measurement and valuation related to liabilities and stockholders’ equity section of the balance sheet. Students will develop an understanding of the conceptual framework of financial reporting, the codification of accounting standards, financial statement analysis including the interpretation of data and financial statement disclosures. Students will analyze real-world cases, research accounting concepts, apply IFRS standards to GAAP standards and present an assessment of the effect that each standard may have on a situation, communicate findings, and facilitate workplace solutions in a team-based environment. Recommended Prior Course: ACT350 (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**ACT400 - Corporate Tax**

**Course Description**
This course focuses on understanding the tax issues surrounding corporate, partnership, estate/trust taxation, mergers and dissolutions. This course is no longer available.

**Credit Hours: 3**

**ACT405 - Federal Individual Taxation**

**Course Description**
This course covers the federal income tax laws, regulations and tax policy for individual taxpayers. Primary emphasis is on the individual components of personal and business income and the allowable deductions.
The taxation of gains and losses on property and capital-asset transactions will be presented. Student will be introduced to the common body of tax laws (CBOTL) and will learn the significance of the CBOTL in tax practice today. Recommended Prior Course: ACT350. This course is considered prerequisite and may be waived through transfer of equivalent lower-division coursework or demonstrated workplace knowledge. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) This course is no longer available.

**Credit Hours: 3**

**ACT406 - Business Intelligence in Taxation**

**Course Description**
This course covers the federal income tax laws, regulations, and tax policy for individuals, partnerships, corporations, non-profits, estates, and trusts as it relates to accounting and artificial intelligence (AI). Students will demonstrate mastery by preparing tax returns using the most recent tax preparation software and conduct research covering tax issues such as tax planning, tax reform, and ethical considerations. Recommended Prior Course: ACT350. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**ACT410 - Government and Non-Profit Accounting**

**Course Description**
This course introduces specialized accounting standards for governmental and not-for-profit entities using artificial intelligence (AI) applications. Students will record transactions using the latest trends in accounting software programs designed for government and nonprofit accounting. Students will develop an understanding of the financial reporting and analysis of state and local governments, governmental operating statement accounts and budgetary accounting, accounting for general capital assets and capital projects. Additional concepts include specialized accounting practices for various types of non-governmental, not-for-profit organizations. Recommended Prior Course: ACT350. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**ACT415 - Business Taxation**

**Course Description**
This course examines the tax issues involved with corporate, flow-through and exempt business entities. Issues related to the development of tax returns for each business entity type are emphasized. The course also covers tax issues related to the gift, estate, and trust wealth transfer vehicles. Recommended Prior Course: ACT350 and ACT405. This course is prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) This course is no longer available.

**Credit Hours: 3**

**ACT420 - International Accounting**

**Course Description**
This course is a study of the accounting issues that affect the global economy. Topics include history of international accounting and various international accounting models. This course is no longer available.
Credit Hours: 3

**ACT425 - Information Systems for Accounting**

**Course Description**
This course provides a hands-on approach using information systems in accounting. Students will apply automation using artificial intelligence (AI), predictive analytics, and other digital technologies in performing business functions, communicate findings, and facilitate workplace solutions in an accounting information system. Recommended Prior Course: ACT350.

Credit Hours: 3

**ACT450 - Auditing**

**Course Description**
This course offers a study of systematic process of external financial statements and management assertion verification and reporting. Students will examine internal and external auditing processes through the application of artificial intelligence (AI). Students will develop an understanding of the Sarbanes-Oxley Act (SOX), IFRS implications, internal controls, risk assessments, and professional ethics and legal liability. Based on current trends in the auditing profession, students will use software programs used extensively in the auditing profession to analyze data. Students will complete a simulation involving an independent audit of a company to include statistical sampling involving current AI technology. Recommended Prior Course: ACT350. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

Credit Hours: 3

**ACT460 - Cost Accounting**

**Course Description**
This course incorporates advanced concepts in managerial accounting using automation and business intelligence (BI). Students will develop an understanding of decision-making, budgeting, performance evaluation, costing methods, activity-based costing (ABC), profit analysis, forecasting, and variance analysis. Students will use case analysis and simulations of real-world situations involving current business intelligence (BI) technology to identify solutions for managerial decision-making. Recommended Prior Course: ACT325.

Credit Hours: 3

**ACT465 - Forensic Accounting and Business Valuation with Artificial Intelligence**

**Course Description**
This course introduces the fundamentals of forensic accounting and business valuation in the world of artificial intelligence. Students will develop an understanding of fraud examination, fraud investigation, litigation support services, and business valuation approaches and methods. Students will examine the role of artificial intelligence in fraud detection, business valuation, and learn how to apply techniques used to collect and analyze data and communicate findings through business valuation reporting. Prerequisite: ACT460.

Credit Hours: 3

**ACT470 - Advanced Accounting**
Course Description
This course focuses on the use of business intelligence (BI) in accounting practices and procedures involved with special accounting and reporting situations for corporations and partnerships. Students will develop skills in analyzing business combinations, financial statements consolidations, accounting and analysis of international transactions, measurement and translation of financial statements of foreign subsidiaries, foreign currency accounting, and hedging; accounting for partnerships; and corporations in financial difficulties. Recommended Prior Course: ACT360.

Credit Hours: 3

ACT480 - Capstone: Accounting Research and Analysis
Course Description
In this capstone course, students will complete Capstone Assignments to demonstrate and apply learning accumulated throughout the Bachelor of Science in Accounting program. Students will apply leadership, critical thinking, problem-solving skills, and creativity to real-world situations in the era of artificial intelligence. Prerequisite: All core and specialization courses.

Credit Hours: 3

ACT495 - Accounting Practicum
Course Description
This course is designed for students to participate on the staff of an accounting firm or in the accounting function of a business or non-business organization as an opportunity to demonstrate application of skills learned in the Bachelor of Science in Accounting program under the supervision of both faculty and accounting personnel. Assignments are designed to combine theory and professional practice and include weekly journals; a mid-term conference with the instructor, faculty internship coordinator, and on-site supervisor; and a final report. Prerequisite 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

ACT500 - Managerial Accounting
Course Description
Understand and apply accounting information for effective financial decision making in the strategic planning process.

Credit Hours: 3

ACT505 - Advanced Theory and Practice
Course Description
This course will explore advanced topics related to generally accepted accounting principles (GAAP) including professional pronouncements and reporting regulations. Students will learn how to apply GAAP to business combinations, consolidated financial statements, and current issues in international accounting. Prerequisite: ACT500, FIN500, or equivalent coursework. This course is no longer available.

Credit Hours: 3

ACT506 - Advanced Accounting II
Course Description
This course advances a student's knowledge of the principles of accounting. Students will gain a complex understanding of partnerships, mergers, acquisitions, and consolidations. Students will explore foreign currency concepts and reporting, derivatives and hedging accounting, and segment and interim financial reporting. Prerequisite: ACT470 or prior knowledge of consolidations process

Credit Hours: 3

ACT510 - Forensic Accounting and Fraud Examination

Course Description
This course explores various types and methods of financial fraud to provide students with ways to prevent and deter fraudulent occurrences in a financial environment. Topics include identifying the warning signs of fraud; fraud prevention, deterrence, and detection; fraud investigation methods; and litigation processes including fraud loss recovery, expert witness testimony, and resolution.

Credit Hours: 3

ACT520 - International Accounting

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

Credit Hours: 3

ACT550 - Advanced Income Taxation

Course Description
This course is an in-depth study of pass-through entities, estates, and gift taxation. Students will learn how partnerships, S corporations, and limited liability companies are taxed. Basic estate planning will be discussed, as well as federal estate, trust, and gift taxation.

Credit Hours: 3

ACT551 - Advanced Tax Policy and Research

Course Description
The course focuses on utilization of tax research tools and development of an understanding of tax policy issues as they arise in economic and social policy as well as professional accounting settings. Using cases and other materials, students will learn concepts such as the hierarchy of tax authorities, tax research methodologies, tax policies and laws, recent trends in taxation, as well as develop effective accounting presentation and communication skills. Recommended Prior Course: ACT406 or equivalent and ACT550.

Credit Hours: 3

ACT555 - Advanced Governmental and Nonprofit Accounting

Course Description
This course explores the theories and application of authoritative guidance, rules, and regulations as they
apply to governmental and not-for-profit entities. The course emphasizes the similarities and differences in the methods and procedures of government, for-profit, and not-for-profit entities. Topics include governmental accounting, accounting records in government, fund allocation, government-wide reporting, not-for-profit accounting, non-governmental not-for-profit accounting, and governmental performance measures.

**Credit Hours: 3**

**ACT557 - Advanced Fraud Investigations and Forensic Accounting**

**Course Description**
This course teaches students about types of fraud, documents, sources of evidence, and analysis of internal and external fraud schemes. Emphasis is on the skills needed to identify and investigate fraud as well as the typology and investigative processes associated with an array of white-collar crimes. Students learn tools and techniques for investigating criminal cases including search warrants, civic injunctions, and forfeiture.

**Credit Hours: 3**

**ACT558 - Fraud and Forensic Accounting Data Analysis**

**Course Description**
This course focuses on computer-assisted analytical techniques for fraud detection and investigation. An emphasis is placed on data solutions and the application of analytical techniques for preventive, detective, and corrective controls.

**Credit Hours: 3**

**ACT560 - Accounting Ethics**

**Course Description**
This course examines current ethical and professional standards required of accountants and Certified Public Accountants. It includes theories used to predict human behavior and applies these theories to the AICPA Code of Professional Conduct and other codes of accounting practice. Students will learn ethical reasoning, objectivity, independence, integrity, and professionalism and how these elements apply to real-world situations.

**Credit Hours: 3**

**ACT570 - Advanced Cost Accounting**

**Course Description**
This course assists students in their ability to use cost and financial data in the planning, management, and controlling functions of an organization. Emphasis is on the budget process, utilization of internal and external data for control and performance analysis, and the allocation of resources to achieve corporate objectives.

**Credit Hours: 3**

**ACT575 - Advanced Auditing and Assurance Services**

**Course Description**
This course focuses on the auditing practice performed by public accountants. Students learn the role of the CPA and auditor and the process for how audits are performed. Topics include planning for the audit,
audit reporting and required communications, evaluation of internal controls, audit programs for current assets and liabilities, and audit programs for other business cycles.

Credit Hours: 3

ACT576 - Internal Auditing

Course Description
This course is an in-depth focus on auditing of an economic entity by reviewing, testing, and evaluating the entity’s operations, risk management, governance, and controls. The course will explore the basics of internal auditing such as the mandatory guidance from the International Professional Practices Framework (IPPF), internal controls, risk concepts, and tools and techniques for conducting internal audit engagements. This course will also explore strategic and operational roles of managing internal audit function which include planning, supervision, communicating results and continuous monitoring; elements of internal audit knowledge such as governance and business ethics; risk management; and organizational structure. A strong emphasis is placed on information technology and the global business environment.

Credit Hours: 3

ACT577 - Advanced Information System Audit

Course Description
This course is a survey of control and auditing techniques employed in computer-based accounting systems. It focuses on the Information Technology (IT) audit for public accountants. The course emphasizes on accounting information systems and standard business process cycles. Students learn about IT asset protection and security audit procedures. Topics include audit of Cloud Systems, asset protection, security protocols of administrators, as well as users and systems operators. Integrated into the course will be the use of tools such as a flowcharting tool - LucidChart, a computer assisted audit tool- IDEA, and a data visualization tool –Tableau.

Credit Hours: 3

ACT580 - Capstone: Accounting

Course Description
This Capstone course focuses on applying and synthesizing accounting concepts related to financial accounting, applications, and financial statements presentations. In this culmination of the student's learning throughout the Master of Professional Accounting program, students apply accounting research tools to current accounting issues, provide an overview of an accounting program, and demonstrate their ability to make sound financial decisions. Prerequisite: All major courses.

Credit Hours: 3

ACT595 - Accounting Internship

Course Description
This course is designed for students as an opportunity to demonstrate program outcomes learned in the Master of Accounting program under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty internship coordinator, and on-site supervisor, as well as a final report reviewing the internship experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: 3 Core Courses.

Credit Hours: 3
Biology

**BIO121 - Environmental Conservation**

Course Description
Environmental Conservation explores concepts in ecology and conservation biology. It starts with an introduction to ecosystems and the importance of biodiversity, then dives into different threats the environment is facing with a focus on the role of humans in creating and preventing those threats. Personal impacts on the environment and ways to reduce them are also explored. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

**Credit Hours: 3**

**BIO121L - Environmental Conservation Lab**

Course Description
This course fulfills a general education natural science lab requirement and serves as an optional lab to accompany BIO121. This course provides a practical introduction to the scientific method and its application to questions about the natural world. Basic principles of ecology and current issues relating to the use of natural resources and environmental problems are discussed. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 1**

**BIO200 - Human Anatomy and Physiology with Lab**

Course Description
BIO200 is the first of a two-course sequence. It pertains to a systematic review of the structure and functioning of the cells, tissues and organs of the integumentary, skeletal, muscular and nervous systems of the human body. At the conclusion of the course, the student will demonstrate a basic knowledge of the structure and function of the human body, interrelationships in systems and regulation of physiological functions involved in maintaining homeostasis in the body. This course fulfills a General Education Natural and Physical Science requirement. This course fulfills an anatomy and physiology for nursing requirement. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 4**

**BIO201 - Public Health and the Environment**

Course Description
This course draws content and concepts from the biological sciences and public health administration. Students examine the environmental issues related to active living, food security, housing and health, and social justice as well as the relationship between economic, physical, and social environments. Students will develop skills that allow them to study characteristics of the environment that may influence public health and apply these lessons to the study of public health research, focusing on current and future
problems. This course fulfills a general education Natural and Physical Science requirement. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 3**

**BIO202 - Human Anatomy and Physiology II with Lab**

**Course Description**
BIO202 is the second of a two-course sequence which covers the endocrine, cardiovascular, circulatory, lymphatic, immune, respiratory, digestive, urinary, and reproductive systems. At the conclusion of this course, the student will demonstrate a basic knowledge of the structure and the function all body systems, as well as an understanding of the role of homeostasis in maintaining an environment compatible with life. This course fulfills a General Education Natural and Physical Science requirement. This course fulfills an anatomy and physiology for nursing requirement. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 4**

**BIO204 - Introduction to Microbiology with Lab**

**Course Description**
This course introduces the core concepts of microbiology including microbial identification, physiology, genetics, and ecology. The interactions between microbes and humans are emphasized by discussion of infectious diseases, immunology, epidemiology, and biotechnology. In this course, you will learn the fundamentals of microbiology lab techniques by conducting virtual experiments. This course fulfills a General Education Natural and Physical Science requirement. This is an approved Colorado gtPathways course. This course fulfills the microbiology for nursing requirement. This course replaces BIO210. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 4**

**BIO216 - Human Pathophysiology**

**Course Description**
Focuses on the alterations in physiological, cellular, and biochemical processes, the associated homeostatic responses, and the manifestations of disease. Prior knowledge of cellular biology, anatomy, and physiology is essential for the study of pathophysiology. This course fulfills the human pathophysiology for nursing requirement. This course is a General Education Natural and Physical Science elective. Course not eligible for Prior Learning Assessment (PLA) credit. Prerequisites: BIO200 and BIO202.

**Credit Hours: 4**

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**Business**

**BUS499 - Experiential Learning Abroad**

**Course Description**
This elective course is designed to provide direct international business and cultural experience including an international travel component. Course content prepares students to apply and grow their program-specific knowledge within an international business decision-making context. International business models are assessed for how to effectively compete within an international environment. An added focus is placed on developing a career plan outline that incorporates international business preparedness. An interdisciplinary approach encourages improved sensitivity to diverse learning opportunities. The course includes international travel requiring student passports and additional expenditures to cover travel costs. This course was available only in the 2019-2020 Fall-C term.

Credit Hours: 3

**BUS500 - Foundations of Business**

**Course Description**

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

Credit Hours: 3

**BUS599 - Experiential Learning Abroad**

**Course Description**

This elective course is designed to provide direct international business and cultural experience including an international travel component. Course content prepares students to apply and grow their program-specific knowledge within an international business decision-making context. International business models are assessed for how to effectively compete within an international environment. An added focus is placed on developing a career plan outline that incorporates international business preparedness. An interdisciplinary approach encourages improved sensitivity to diverse learning opportunities. The course includes international travel requiring student passports and additional expenditures to cover travel costs. This course was available only in the 2019-2020 Fall-C term.

Credit Hours: 3

**Chemistry**

**CHE101 - Introduction to Chemistry**

**Course Description**

This course will provide an introduction to chemistry. There will be a broad range of topics covered from chemistry in our lives to matter, energy, atoms and elements, nuclear chemistry, compounds, reactions, and solution chemistry. This course fulfills a chemistry for nursing requirement. This course fulfills a general education Natural and Physical Science requirement. This is an approved Colorado gtPathways
Communications

**COM200 - Effective Oral Communication**

**Course Description**
During this course, students will develop the skills necessary to speak confidently inside and outside the classroom. Close attention to speaking purpose, managing speech anxiety, audience analysis, research, organization, visual aids, delivery, audience participation and self-reflection will help students develop the skills needed to present information clearly and confidently to others in class as well as in work settings. Topics covered also include effective listening skills, providing peer feedback, and speech analysis. Course not eligible for Prior Learning Assessment (PLA) credit. As of Fall B 2019, this course is no longer available for new registration.

**Credit Hours: 4**

**COM300 - Effective Communication: Research and Writing**

**Course Description**
Identify and examine formats, principles, and research tools necessary for effective written communication. A practical approach for leaders in managing the diversity and dynamics of communication needs to achieve desired results. This course fulfills a general education communication requirement. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**COM301 - Research and Writing for the Communications Professional**

**Course Description**
This course is designed to help students develop a writing style that is unified, clear, coherent, and effective. As an applied writing course, students will use scenarios to become competent in the skills of business and academic writing. On completion of this course, students should be able to create a variety of writing formats, apply grammar skills, and exhibit effective research techniques and formatting practices. This course is no longer available.

**Credit Hours: 3**

**COM302 - Principles of Public Relations**

**Course Description**
This course provides an overview of the public relations profession from its historic beginnings to its contemporary role in society. The course also provides a foundation for the public relations sequence by exploring its definitions, history, ethics, principles, strategic planning, and career possibilities.

**Credit Hours: 3**
COM303 - Professional Communications
Course Description
Students will learn public speaking and writing skills for use in the business world. Combining communication theory and skills, students will be able to strategically manage their own communication strategies for success in employment and career building. The course has three components: public speaking, managerial writing, and career growth. Students will master verbal strategies such as elevator pitches; traditional correspondence; electronic and social media writing; and career growth communication, including employment-seeking writing, portfolio building. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

COM305 - Communication in the Global Information Age
Course Description
This course brings historical and theoretical perspectives to bear on the exploration of practices in the digital media environment. From interpersonal exchanges to organizational interactions to global culture, economy, and politics, the possibilities and practices associated with how digital media are influencing the world of communication will be explored. Finally, in this course, students will examine the impact and implications digital media have on our contemporary communication approaches. This course is no longer available.
Credit Hours: 3

COM310 - Interpersonal Communication
Course Description
Students analyze their communication choices strategically. Students improve their presentation, writing, and verbal and nonverbal communication skills, honing abilities to use them in the workplace. By learning guidelines for best practices in workplace communications, students strengthen their leadership abilities and increase their personal effectiveness as communicators. This course is a replacement course for COM306 – Interpersonal Communication in the Workplace as of the 19-20 Fall Trimester. Students cannot receive credit for both of these courses. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

COM312 - Public Relations Techniques
Course Description
This course introduces the basic principles associated with writing in a variety of styles and to multiple publics. Students learn how to construct specialized written documents such as backgrounders, biographies, pitch letters, and news releases. Students will also learn the features of effective design and what design options exist. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)
Credit Hours: 3

COM315 - Intercultural Communication
Course Description
This course explores issues related to intercultural communication, including various theoretical and
practical aspects of how culture influences communication. We will consider the important roles of context (social, cultural, and historical) in intercultural interactions. By applying and considering various approaches to the study of intercultural communication, we will also come to appreciate the complexity and dialectical tensions involved in intercultural interactions. The course will also apply intercultural communication theories to practical situations (organizations, relationships, business, etc.). This learning process should enhance self-reflection, flexibility, and sensitivity in intercultural communication. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

COM320 - Mass Communications
Course Description
Gain an understanding of mass communication and its relationship to society including theories in mass communication, contemporary issues, and the impact of media. This course is no longer available.

Credit Hours: 3

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

Credit Hours: 3

COM322 - Persuasive Campaigns
Course Description
In this class, students will learn about current-day work in persuasion and advocacy across health communication, corporate communication, human resources, advertising, public relations, interactive media, and media studies. To understand the relationships between theory, research, and practice, students will develop a campaign proposal that is grounded in both academic and original research. Students work collaboratively to create the proposal, which will be a professional document for a portfolio or can be developed as an applied project in advocacy within a field. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

COM325 - Mass Communication and Society
Course Description
Mass Communication and Society provides a critical examination of the influence and power of media upon culture and society. Mass communication institutions and their products affect how we perceive reality, influence our priorities, shape our identities, and frame our views of the world around us. Alternately the media are both shaped by our society and culture and tools in the hands of the audiences that use them. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) As of 19-20 Fall Trimester, this course is available only to declared BSCOM majors.

Credit Hours: 3
COM335 - Foundations of Strategic Communication
Course Description
In this class, students will learn about current-day work in persuasion and advocacy across health communication, corporate communication, human resources, advertising, public relations, interactive media, and media studies. To understand the relationships between theory, research, and practice, students will develop a campaign proposal that is grounded in both academic and original research. Students work collaboratively to create the proposal, which will be a professional document for a portfolio or can be developed as an applied project in advocacy within a field. As of 19-20 Fall Trimester, this course is available only to declared BSCOM majors and Strategic Communication specializations. (This course is also offered through SSA. Credits earned using this option will appear on the transcripts with an "S" suffix.)
Credit Hours: 3

COM340 - Social Media and Public Relations
Course Description
This course examines the strategic use of social media for public communication. The course applies classic and contemporary theory to new media and technologies. Students will understand the practical knowledge and insights required to establish objectives and strategies, properly select social media platforms to engage publics, and monitor and measure the results of these efforts. This course is a replacement course for COM320 – Mass Communications as of the 19-20 Fall Trimester. Students cannot receive credit for both of these courses. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

COM345 - Global Content Strategy
Course Description
Students in this course gain an understanding of how content permeates an organization and how, in global organizations and communication scenarios, digital content must scale across borders, cultures, and teams. Students gain experience as authors of content, by working with WordPress as a content management system, as well as gain familiarity with content management software and learn how such applications integrate into a work platform.
Credit Hours: 3

COM355 - Media and Society
Course Description
Explore the interactions of society, information, communication, and the electronic media, and gain an understanding of their intertwined evolution. This course is no longer available.
Credit Hours: 3

COM360 - International Public Relations
Course Description
This course introduces students to the global perspective of public relations. The course focuses on the application of principles, models, and theories associated with international public relations. As public relations practices have changed, so has our need to explore these realms outside our borders. The course focuses on culture, identity, global regulations, communications, and ethical practices in a
globalized world. Students will evaluate the moral and ethical implications of international public relations practices. Finally, future professionals will appreciate the opportunities that can be gained in this field despite the complex nature of PR practices across the globe. This course is also offered through SSA. (Credits earned using this option will appear on the transcripts with an "S" suffix.)

Credit Hours: 3

**COM400 - Strategic Communication**

**Course Description**

In this course, students learn crucial theory and practical skills needed to manage issues and crises in a modern global environment. Students will learn about issues management as a process for facilitating communication leadership in organizations in order to mitigate internal and external threats to their organizations. Likewise, they will develop knowledge for matching response strategies to different situations, crises, and stakeholders. Topics covered will include stakeholder relationship management, issues management, crisis leadership, social responsibility, and crisis response strategies. As of 19-20 Fall Trimester, this course is available only to declared BSCOM majors and Strategic Communication specializations. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

**COM410 - Crisis Communication and Issues Management**

**Course Description**

This course introduces students to the heart of strategic communication: organizational reputation and relationship management. Students will apply and expand theory to practice by learning how to make, justify, and assess the impact of organizational decisions on internal and external relationships, corporate image, reputation, ethics, and trust. Recommended Prior Course: COM322. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

**COM412 - Introduction to Healthcare Communication**

**Course Description**

In this course, students will learn about the interdisciplinary area of Health Communication. Students will be able to discuss Healthcare Communication from research-based, practical, and theoretical approaches. Students will analyze the different areas of Healthcare Communication, which include healthcare delivery and promotion. Students will develop messages for healthcare campaigns. Students will discriminate among effective communication practices within a healthcare setting.

Credit Hours: 3

**COM420 - Strategic Communication of Data Analysis**

**Course Description**

This course teaches the important skills of distinguishing types of data and communicating scientific and mathematical information in presentations by visualizing data. Students will learn ways to systematically collect, analyze, and interpret data, then translate technical, data-driven information to a lay audience. Students will examine how data analytics contributes to the formulation of policy decisions and the subsequent communication to stakeholders. Students will recognize how analytics applies to return on investment (ROI) within any career or field. Students prepare presentations using narrative strategies to
create compelling, interesting talks based on data.  
**Credit Hours: 3**

**COM425 - Communication Conflict and Persuasion**

**Course Description**
This course examines communication and conflict in intrapersonal, interpersonal, intercultural, and organizational contexts. Topics covered include conflict styles and strategies for conflict resolution, including collaboration, mediation, and negotiation. The course also considers the role of persuasion in the management of conflict, particularly its role in successful negotiation. Major theories of conflict resolution and persuasion are also addressed. Recommended Prior Courses: COM310 and COM315. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) As of 19-20 Fall Trimester, this course is available only to declared BSCOM majors and Strategic Communication specializations.

**Credit Hours: 3**

**COM455 - Technical Communication**

**Course Description**
This course emphasizes the strategies and formats required for effective written communication in professional and technical fields. The course requires students develop clear, concise writing strategies in various formats (including manuals, proposals, statements, and white papers) geared to appropriate audiences, as well as the use of graphics and technology to effectively communicate technical information. Recommended Prior Course: COM300. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit. As of 19-20 Fall Trimester, this course is available only to declared BSCOM majors and Strategic Communication specializations.

**Credit Hours: 3**

**COM480 - Capstone: Applied Communication Strategies**

**Course Description**
In this capstone course, students will engage in discussions and complete assignments that address the program outcomes for the Bachelor of Science in Communication. Students will demonstrate what was learned throughout the communication studies program by applying leadership, critical-thinking, problem solving and creativity skills to real-world situations, leading to concrete career opportunities. The course will include using the resources available in the CSU Global Career Center, culminating in developing a career plan and resume. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit. As of 19-20 Fall Trimester, this course is available only to declared BSCOM majors.

**Credit Hours: 3**

**COM495 - Communications Practicum**

**Course Description**
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. in Communication under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor, as well as a final
report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: COM304. Course not eligible for Prior Learning Assessment (PLA) credit. As of 19-20 Fall Trimester, this course is available only to declared BSCOM majors.

Credit Hours: 3

Computer Science

CSC200 - Computer Science Fundamentals

Course Description
An introduction to computer science fundamentals, which includes: the ability to identify problem-solving methods; algorithm analysis and strategy; exploration of computer systems functional components; exploration of the interrelationships between varying computer science concepts; and an overview of information management and information assurance and security. Students get the foundational knowledge of computer science concepts that will be utilized throughout the course of study. Prerequisite: MTH201. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

Credit Hours: 3

CSC205 - Logic and Design

Course Description
This course provides students with a broad view of principles and theories of computer programming. This course also provides students an introduction to information management methods and techniques used to solve fundamental computer programming problems. In addition, students learn the relationship between operating system drivers and programming concepts. Students develop an understanding of software engineering methods, processes and techniques used to build software systems using fundamental software development methods and tools. Prerequisite: CSC200.

Credit Hours: 3

CSC210 - Introduction to Algorithms

Course Description
This course is a comprehensive introduction to computer algorithms focusing on the analysis of various algorithms for overall efficiency. Students will develop an understanding of the use of algorithms in studying the inter-relation of the functional components, characteristics and performance of computer systems. Additionally, students will develop and understanding of the importance of ways to solve a business problem using algorithm design and development. Prerequisite: CSC205.

Credit Hours: 3

CSC300 - Operating Systems and Architecture
Course Description
This course provides an overview of operating systems and system architecture. Primary emphasis is on I/O systems, file systems, storage, loading, security and memory allocation. Multiple operating systems will be explored and applied throughout the course. Students will be able to contrast kernel mode and user mode as they relate to designing and implementing operating systems. Prerequisite: CSC200.
Credit Hours: 3

CSC320 - Programming I
Course Description
This course provides students with the skills needed to become a Java object-oriented programmer. Students will learn to program applications using discrete structures and developing programs that access and update stored information from local databases and servers. Students will also learn the underlying features and use of programming language translation and static program analysis including run-time components such as memory management in different operating system environments. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

CSC372 - Programming II
Course Description
This course provides students with the skills needed to become a Java object-oriented programmer. Students will learn to program applications using discrete structures and developing programs that access and update stored information from local databases and servers. Students will also learn the underlying features and use of programming language translation and static program analysis including run-time components such as memory management in different operating system environments. Prerequisite: CSC320. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

CSC400 - Data Structures and Algorithms
Course Description
This course provides an overview of data structures including arrays, lists, trees, graphs, hashes, and files. Students will apply techniques to analyze algorithms and to compare data structures. Required Prerequisite: CSC372
Credit Hours: 3

CSC405 - Graphics and Visualization
Course Description
This course provides an overview of foundational computer graphics and visualizations topics. Students will develop an understanding of rendering, foundational modeling, geometric modeling and computer animation in constructing simple organic forms. Primary emphasis will be on using appropriate modeling approaches with respect to space, time complexity and quality of images through the construction of computer graphics/visualizations. Recommended Prerequisite: CSC372 and MTH201.
Credit Hours: 3

CSC407 - Advanced Neural Networks
Course Description
This course introduces theories associated with neural networks and neural network models. Students will apply basic principles and methodologies associated with network processing, learning algorithms, and applications. Students will analyze propagation, feedforward networks, perceptrons, and self-organizing networks. Prerequisite Course: CSC410.
Prerequisite: CSC410  Credit Hours: 3

CSC410 - Artificial Intelligence
Course Description
This course introduces the basic concepts associated with Artificial Intelligence (AI) including heuristic search procedures associated with general graphs. Students will develop an understanding of knowledge representation and techniques associated with AI reasoning with uncertainty with the goal of solving current-day complex problems within an organization. Emphasis will be on applying propositional logic, Bayesian probability analysis, and machine learning concepts to solve computationally-intensive problem. Recommended Prerequisite: None.
Credit Hours: 3

CSC415 - Computer Vision
Course Description
This course provides an introduction to concepts involved in the application of computer vision theory. In this course, students will gain an understanding of the use of cameras and projection models for completing image processing. Students will be introduced to various techniques, including filtering, edge detection, segmentation, and clustering.
Credit Hours: 3

CSC425 - Principles of Machine Learning
Course Description
This course provides an introduction to concepts associated with machine learning and pattern recognition theory. Students will be introduced to topics associated with supervised learning, unsupervised learning, learning theory, reinforcement learning and adaptive control. Students will gain an understanding of machine learning in regards to applications in speech recognition, data processing, data mining, and robotic control. Prerequisite Course: CSC410 Artificial Intelligence.
Prerequisite: CSC410  Credit Hours: 3

CSC430 - Principles of Robotic Theory
Course Description
This course provides an introduction to the theories associated with robotic systems in computing. Students will gain an understanding of basic principles and methodologies associated with robotics and robot control systems. Students will student robot mechanics, intelligent controls, and dynamics.
Prerequisite Course: CSC410. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)
Prerequisite: CSC410  Credit Hours: 3

CSC435 - Fundamentals of Information Retrieval and Web Searching
Course Description
The course provides an introduction to the processes and principles of information retrieval and web searching. Students will explore problems in natural language processing that apply to web searching and other information retrieval systems. The course will focus on understanding efficient text indexing, document clustering and classification, and machine-learning based ranking. Prerequisite Course: CSC410.
Prerequisite: CSC410 Credit Hours: 3

CSC435 - Fundamentals of Information Retrieval and Web Searching
Course Description
The course provides an introduction to the processes and principles of information retrieval and web searching. Students will explore problems in natural language processing that apply to web searching and other information retrieval systems. The course will focus on understanding efficient text indexing, document clustering and classification, and machine-learning based ranking.
Prerequisite: CSC410 Credit Hours: 3

CSC450 - Programming III
Course Description
This course places a heavy emphasis on students' ability to develop secure and functional computer programs using either Java or C++ programming languages. Students will use programming knowledge to complete programming projects based on real-world scenarios that reflect problems in most organizations. Additionally, students will check the security posture of the code by performing checks during development that will be documented and mitigated. Students will be covering topics and concepts such as ensuring security and functionality of computer programs. Required Prerequisite CSC372. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

CSC460 - Advanced Applications of Information Retrieval and Web Searching
Course Description
The course provides introduces advanced techniques associated with the retrieval of information and searching of documents. Students will explore problems in natural language processing related to the retrieval of information using advanced computing constructs and search system algorithms. The course will focus on the application of efficient scoring, ranking, information retrieval evaluation, and efficient information retrieval models. Prerequisite Course: CSC435.
Prerequisite: CSC435 Credit Hours: 3

CSC470 - Software Engineering
Course Description
This course teaches students software assurance best practices and methodologies to protect and defend information and information systems. Students will also learn software integration and testing techniques including black and white box, regression, and unit testing as well as inspection and debugging software in order to maximize value in a business environment. Students will also be exposed to the Software Development Life Cycle (SDLC) which includes requirements analysis; logic design (UML); physical design, and system maintenance. Prerequisite: CSC450
Credit Hours: 3
CSC475 - Platform Based Development  
Course Description  
In this course, students demonstrate a firm understanding of development concepts in multiple environments by designing simple web and mobile applications. Students will analyze specific programming requirements for multiple platforms including: web platforms, mobile platforms, industrial platforms, game platforms, and tactical platforms. Prerequisite: CSC450. Course not eligible for Prior Learning Assessment (PLA) credit.  
Credit Hours: 3

CSC480 - Capstone: Computer Science  
Course Description  
This capstone course requires students to apply programming concepts to develop functional and practical programs to address complex problems similar to those that organizations face in the workplace today. The project will include implementation of a software solution designed from an algorithm that follows a project plan and requirements specification that incorporates correct data types; data structures and debugging and testing strategies. Students will use their choice of development platforms (ex. Java or C++) and the integration of external data from a local or server-based data storage system. Prerequisite: Final course in program. Course not eligible for Prior Learning Assessment (PLA) credit.  
Credit Hours: 3

CSC500 - Principles of Programming  
Course Description  
This graduate course provides a detailed overview of fundamental programming, design and testing concepts. Students are introduced to programming constructs and learn how to plan and create basic programming applications. Students will develop applications using common programming structures, which include: conditional statements, switches, loops, iteration control structures, and arrays. Please note that this course is not available for enrollment until Spring C.  
Credit Hours: 3

CSC501 - Management for the Computer Science Professional  
Course Description  
In this course, students will be prepared to analyze organizational issues surrounding programming, network and software development, and propose the necessary solutions to address business needs. Students gain a detailed understanding of how to manage, oversee, plan and maintain technical personnel and resources. Students will also learn how to effectively relay technical information to all stakeholders in an organization. Topics include management principles for programmers and development specialists, technical communications, organizational leadership, risk management, project management, and systems maintenance. Students will prepare for cross-functional positions in team and industry settings in this course. Please note that this course is not available for enrollment until Spring C.  
Credit Hours: 3

CSC502 - Ethical Leadership in Software Development  
Course Description  
In this course, students will learn about the ethical considerations and issues programmers and software
developers encounter in the workplace related to data, electronic communication, and information security. Students will evaluate and interpret current policies and regulations and formulate their own policies based on these models. Students will also discuss the implications for ethical decisions by technical professionals and leadership utilizing Case Studies and Problem-based learning. Students will learn best practices in ethical decision-making for the work place in this course. Prerequisite: CSC501 Please note that this course is not available for enrollment until the Spring C term.

**Credit Hours: 3**

**CSC505 - Principles of Software Development**

**Course Description**

This graduate course provides students with an integrated and detailed approach to programming and software development principles. Students will understand the purpose of object-oriented software topics and pertinent software development principles. Topics included for this course focus on core programming concepts, data structures, methods, classes, and software models. Please note that this course is not available for enrollment until the Spring C term.

**Credit Hours: 3**

**CSC506 - Design and Analysis of Algorithms**

**Course Description**

This graduate course provides students with a foundational knowledge in the design and analysis of algorithms. Students will make use of appropriate data structures. Complexity and analysis of algorithms will be completed focusing on worst case and average case, lower bounds, NP-completeness, and recurrences. Students will explore the complexity of appropriate searching, sorting, and graphing algorithms. Prerequisite: CSC505 Principles of Software Development Please note that this course is not available for enrollment until the Spring C term.

**Credit Hours: 3**

**CSC507 - Foundations of Operating Systems**

**Course Description**

This graduate course provides students with a foundational knowledge in operating system concepts. Students will gain a detailed understanding of appropriate operating system constructs that involve OS abstractions and mechanisms. Students will also understand the constructs of multithreading and resource management in compute systems. Please note that this course is not available for enrollment until the Spring C term.

**Credit Hours: 3**

**CSC510 - Foundations of Artificial Intelligence**

**Course Description**

This graduate course provides students with an understanding of principles associated with Artificial Intelligence (AI). Students will determine how to utilize structures to represent graphs associated in data exploration. Students will gain an understanding of how to efficiently apply knowledge representation and techniques associated with AI reasoning. Topics that students will explore include techniques efficiently applying game theory, integer programming, continuous optimization, and probability analysis. Please note that this course is not available for enrollment until the Spring C term.

**Credit Hours: 3**
CSC515 - Foundations of Computer Vision
Course Description
This Graduate course provide students with foundational knowledge in the areas digital image construction and processing. Students will explore topics associated with image formation, image acquisition, and image geometry. The course will expose students to the techniques required to efficiently analyze images for representation in applicable context scenarios. Students will apply image processing techniques for filtering and edge detection for image deconstruction. Prerequisite: CSC525 Artificial Intelligence Please note that this course is not available for enrollment until the Spring C term.
Credit Hours: 3

CSC525 - Principles of Machine Learning
Course Description
This Graduate course provides students with an understanding of foundations concepts and theories in machine learning. Students will explore foundational topics that include: supervised and unsupervised learning, learning theory, reinforcement learning and adaptive control. Students will gain an understanding of applications of machine learning in areas of data mining, human computer interaction, natural language processing and computer vision. Prerequisite: CSC510 Artificial Intelligence Please note that this course is not available for enrollment until the Spring C term.
Credit Hours: 3

CSC580 - Capstone: Applying Machine Learning and Neural Networks
Course Description
This Graduate course provides students with an overview of appropriate theories and models that are used to represent neural networks. Students will gain foundational knowledge in developing constructs to evaluate and represent components associated with neural networks and learning algorithms. Topics for this course include propagation, feedforward networks, perceptrons, and self-organizing networks. Prerequisite: CSC510. Please note that this course is not available for enrollment until the Spring D term.
Credit Hours: 3

Construction Management

CMG300 - Fundamentals of Construction Management
Course Description
CMG300 intends to teach students the theory and practice of construction management from conception through the end of the construction phase. This course is designed to give the students an overview of the knowledge, skills, tools, and techniques to direct construction projects towards their successful completion. It will provide an overview of the construction industry and its typical business relationships. The course will provide the foundational processes required for construction managers to implement different business practices and strategies to ensure construction projects can successfully be implemented. The course also
provides an overview of the construction industry roles, responsibilities, and risks from perspectives of the
key parties and stakeholders involved in construction projects. Other topics to be taught are project
delivery systems and contract types, construction phases, planning and scheduling, coordination, time and
cost control, supervision of project sites, productivity studies, safety and health. Case studies are utilized to
explore the related issues and to provide real-world scenarios to reinforce the course’s learning objectives
and materials. Course is eligible for Prior Learning Assessment (PLA). (This course is also offered through
SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

Credit Hours: 3

CMG400 - Construction Cost Estimating
Course Description
The course teaches ways to prepare competitive bids with detailed quantity take-off and pricing of
materials, labor, and equipment. The course provides a classification of work and quantity survey
techniques as they relate to building construction. It also teaches analysis and determination of costs of
construction operations including direct and overhead costs, cost analysis, and preparation of bid
proposals. Students will have the opportunity to evaluate complete sets of drawings and specifications to
reinforce their understanding of quantity take-offs in preparing project cost estimates. Course is eligible for
Prior Learning Assessment (PLA). (This course is also offered through SSA. Credits earned using this
option will appear on transcripts with an "S" suffix.)

Credit Hours: 3

CMG450 - Materials Used in Construction
Course Description
This course provides an overview of the main materials used in construction and teaches how materials
are employed in construction projects with a focus on the study of types, properties, uses, and methods of
assembly of different key materials. Students will explore the different uses of construction materials, such
as Portland cement, asphalt, wood, steel, and masonry. Areas of study include investigation, testing,
classification, and engineering properties of materials, as well as the modification techniques, according to
ASTM standards and government laws and regulations. Material selection from a sustainable construction
perspective will also be discussed as part of this course. Course is eligible for Prior Learning Assessment
(PLA). (This course is also offered through SSA. Credits earned using this option will appear on transcripts
with an "S" suffix.)

Credit Hours: 3

CMG460 - Structural Analysis and Design
Course Description
This course provides students with a study of the properties statics, strength of materials, and theory of
structures as it relates to loads being imposed on a building component or member. Students will apply the
knowledge gained within this course to design wood, concrete, and steel structural members within
building systems based on the load factors under consideration. At the completion of this course students
will gain an understanding of the design principles associated with beam, columns, and fastening
connections for the erection of major structural building systems. As of Fall B 2019, this course is no longer
available for new registration. Course is eligible for Prior Learning Assessment (PLA). (This course is also
offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

Credit Hours: 3
CMG465 - Sustainable Development
Course Description
This is an interdisciplinary course that provides students with an understanding of the main concepts of sustainability, sustainable-development principles, and key challenges and solutions to meet sustainable-development goals, including economic, social, and environmental initiatives. Students in this course will gain an in-depth insight into the environmental issues, including climate change, natural resource consumption, and ecosystems issues resulting from industrial development. Students will also learn about the policies, standards, technologies, methodologies, and best practices that offer sustainability solutions to economic and social development problems. Course is eligible for Prior Learning Assessment (PLA). (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

Criminal Justice

CRJ300 - Introduction to Criminal Justice
Course Description
In this course, students will be introduced to the study of philosophy and history of criminal justice globally. Topics include an examination of criminal justice agencies such as police and security agencies, courts, and corrections, operating as an interacting system. Students will gain foundational knowledge about criminal justice that will prepare them for future studies in discipline and also explore exciting contemporary topics such as white collar crime, cybercrime and criminology. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

CRJ305 - Criminology
Course Description
In this course, students explore crime, its micro and macro social context, and underlying causes. Students will be introduced to various theoretical perspectives explaining crime and, by the end of the course, apply relevant theories to explain crime and criminal behavior. Students will study victimology and learn about victimless crimes. Students will also be acquainted with the primary sources of crime statistics, which are an essential component in studying crime and testing theories.
Credit Hours: 3

CRJ310 - Law Enforcement and American Policing
Course Description
In this course, students will learn about the history of American policing, current issues and challenges, best practices, various roles and tasks, as well as legal, ethical, and public accountability. A thorough overview of the American system of law enforcement, examining the origins, development, roles, and
operations of policing in a modern democratic society will also be covered. Students will develop a detailed understanding of the issues involved in policing a democratic society and examine critical issues and new advances in law enforcement. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

**CRJ315 - Corrections**

**Course Description**
In this course, students gain an overview of the establishment and function of jails and prisons and the punishment of criminals. Issues covered include philosophies of punishment and rehabilitation, sentencing, special prison populations, recidivism, and future challenges for the field of corrections. Students learn implications resulting from penology and punishment.

Credit Hours: 3

**CRJ320 - Juvenile Justice**

**Course Description**
In this course, focus begins with the history of adolescence, delinquency, and the U.S. juvenile justice system. Students examine theories on the causes of delinquency and study police, courts, corrections, and rule of law as applied to youth in order to recognize the problems and issues associated with measuring juvenile crime and victimization. In addition, the students will explore contemporary themes such as school violence, drugs, and bullying.

Credit Hours: 3

**CRJ325 - Introduction to Forensic Psychology**

**Course Description**
In this course, students examine major areas of interest shared by psychology and law, including the use of psychological assessments in court, issues of criminal responsibility, criminal profiling, and the use of psychological knowledge in prisons. Students apply knowledge of human behavior and through processes to a variety of legal contexts covered in this course.

Credit Hours: 3

**CRJ330 - Research Methods for the Criminal Justice Professional**

**Course Description**
In this course, students are introduced to statistical techniques most commonly encountered in the analysis of quantitative data in social and criminal justice fields. Emphasis is placed on descriptive and inferential statistics. The learning experience culminates a comprehensive report of hypothesis testing with secondary data.

Credit Hours: 3

**CRJ335 - Laws of Evidence**

**Course Description**
In this course, students draw upon a mix of problems and cases to examine major evidentiary rules and standards that regulate admission of proof at criminal trial. Concepts include relevance; the use of character and scientific evidence; the definition and use of hearsay; the use of real and demonstrative
evidence; the proper method of impeaching witnesses, foundation and authentication requirements; and the law of privileges. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

CRJ360 - Leadership in Contemporary Criminal Justice Environments
Course Description
This course introduces and explores the unique characteristics and attributes of leadership in criminal justice organizations. Students will learn and apply those theories of leadership most applicable to the unique working environment of criminal justice practice. This course is no longer available.

Credit Hours: 3

CRJ420 - Criminal Justice and the Constitution
Course Description
In this course, students explore the theory and practice of modern criminal investigation techniques. Topics include tactics and procedures for crime scene evidence collection, preservation, and presentation. Students learn investigative approaches in specific forms of crime and develop a working knowledge of the steps of investigation, beginning with the initial crime scene, and ending with evidence. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

CRJ425 - Criminal Law
Course Description
In this course, students will focus on all aspects to the fundamentals of criminal law. Major topics covered in the course include: elements of various types of crimes; requisite mental states for crimes; the nature and purpose of criminal responsibility; criminal defenses, including justification and excuse; and theories of
criminal responsibility. This course also examines specific criminal cases to illustrate and apply many of the legal principles covered. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**CRJ426 - Investigative and Forensic Interviewing**

**Course Description**
In this course, students explore the importance of conducting investigative interview and interrogations as the foundation for all levels of law enforcement and private investigative case work, intelligence development, and assessment and planning. The major course components include structure of the interview, cognitive interviewing, detection of deception, and elements of interrogation.

**Credit Hours: 3**

**CRJ430 - Fundamentals of Penology**

**Course Description**
This course is an overview of the establishment and function of jails and prisons and the punishment of criminals. Issues covered include philosophies of punishment and rehabilitation, sentencing, special prison populations, recidivism, and future challenges for the field of corrections. Students learn implications resulting from penology and punishment. As of Fall B 2019, this course is no longer available for new registration.

**Credit Hours: 3**

**CRJ431 - Victimology**

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

**Credit Hours: 3**

**CRJ440 - Ethics for the Criminal Justice Professional**

**Course Description**
In this course, students explore the theory, practice, and application of ethics to the field of criminal justice. The course will focus on understanding how ethics works with the practice of criminal justice. This course prepares students for further inquiry into ethics by providing a solid foundation of its role in criminal justice policy and practice.

**Credit Hours: 3**

**CRJ450 - Investigative Forensic Photography**

**Course Description**
In this course, students learn the art of reproducing crime, accident, or autopsy scenes using photography to aid in investigation or for the benefit of a court. Students examine the principles, theory, techniques and ethics of photography in digital format as applied in criminal investigation and within the field of forensics.
Discussions are focused on the use of photographs in court and the testimony of the photography. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**CRJ460 - Managing Criminal Justice Organizations**

**Course Description**

In this course, students explore the history of adolescence, delinquency, and the U.S. juvenile justice system. Students examine theories on the causes of delinquency and study police, courts, corrections, and rule of law as applied to youth in order to recognize the problems and issues associated with measuring juvenile crime and victimization. In addition, the students will explore contemporary themes such as school violence, drugs and bullying.

**Credit Hours: 3**

**CRJ465 - Crime Scene Investigation (CSI)**

**Course Description**

In this course, students focus on the application of scientific methods for the examination of physical evidence in the criminal justice system including microscopy, ballistics, pattern recognition, and fingerprint analysis. Students apply critical-thinking skills to analyze evidence using scientific processes and procedures.

**Credit Hours: 4**

**CRJ470 - Race, Class, and Crime**

**Course Description**

This class is an examination of the impact of race, social class, and crime on the justice system, the occurrence of crime, and punishment. The course interrogates the question: “Does skin color influence justice in America?” Students learn race and class as social constructs and explore them in relationship to crime rates, and their impact on society and communities through law enforcement practice, incarceration, sentencing policies, as well as the economic and political systems. This course will examine the role of implicit bias in the criminal justice system.

**Credit Hours: 3**

**CRJ480 - Capstone: Application of Criminal Justice Knowledge and Skills**

**Course Description**

This course focuses on a criminal justice issue in-depth at the national and international levels. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 3**

**CRJ495 - Criminal Justice Practicum**

**Course Description**

This course is designed for students who currently participate on the staff of a criminal justice or related service agency as an opportunity to demonstrate program outcomes learned in the B.S. in Criminal Justice and Law Enforcement Administration under the supervision of both faculty and agency personnel.
Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the faculty practicum coordinator and on-site supervisor as well as a final report. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: Students must successfully complete three courses (nine credits) prior to taking the practicum. Course not eligible for Prior Learning Assessment (PLA) credit.

**CRJ500 - Criminological Theory**

**Course Description**
In this course, students will gain an understanding of the major schools of thought about crime causation (sociological, psychological, and biological) and identify the primary positions of each theoretical approach. In addition students will examine the role of theories in reasoning and organizing studies of crime and control, and discerns policy implications of various theories. In completing the course, students will gain/improve their library research skills and acquaint themselves with APA style and citing sources.

**Credit Hours: 3**

**CRJ530 - Ethics, Justice and Social Control**

**Course Description**
In this course, students explore the study of theory, practice, and applications of ethics in criminal justice. Students engage in a philosophical undertaking that seeks to understand and justify moral standards and policies and practices that are presently applied to the occupations that comprise the criminal justice system. The course fosters the students understanding of economics, ethics, law, and power towards constructs of morality.

**Credit Hours: 3**

**CRJ540 - Criminal Justice Policy Development and Analysis**

**Course Description**
This course explores the process of policy making in the justice system, including an examination of the ways policy decisions impact criminal justice organizations. Students will learn the fundamentals of the policy process, including agenda setting, implementation, and evaluation. Students will also explore the impact of media and other external forces on setting the policy agenda at the local, state, and federal levels. This course will prepare the student for further inquiry into policy making and the policy process, providing a solid foundation for students to understand the role of policy in justice system practices.

**Credit Hours: 3**

**CRJ545 - Restorative Justice: A Social Movement**

**Course Description**
In this course, students will explore restorative justice, which has emerged on the international scene as an umbrella concept and social movement. Topics include empirical evidence for restorative justice, critical issues and gaps in theory and practice, and the integrity and overall direction of the movement. Students will explore the needs and roles of key stakeholders (victim, offenders, communities, and justice systems), the values and assumptions of the movement (including its spiritual and religious roots), and current practices in the United States and beyond.

**Credit Hours: 3**
CRJ550 - Administration and Management of Criminal Justice Organizations

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

Credit Hours: 3

CRJ555 - Fraud Examination and Prevention

Course Description
In this course, students examine the act of fraud, motivations for committing fraud, ways to combat fraud, methods of fraud prevention, symptoms of fraud, legal resolution of fraud, and methods of fraud detection. Students focus on fraud investigation and the types of evidence necessary for fraud actions and learn the requirements of a fraud report. This course also identifies the various types of fraud including fraud against organizations, fraud on behalf of organizations, and assessment of fraud risk in e-commerce.

Credit Hours: 3

CRJ556 - Criminal Justice and Legal Concepts of Fraud

Course Description
In this course, students develop an overview of the legal systems involved in dealing with fraud and the processes and procedures of fraud investigation, prosecution, and legal remedies required for fraud management professionals. The course includes overviews of types of fraud and of the U.S. court system, and further explores fraud as a civil cause of action and as a crime. In discussion, fraud as a crime, emphasis is placed on criminal procedure and the rights of the defendant. Students are also introduced to concepts related to evidence and the role of the expert witness in a fraud case.

Credit Hours: 3

CRJ557 - Fraud Investigation

Course Description
In this course we will review types of fraud, documents associated with criminal investigation of fraud, sources of evidence, and analysis of internal and external fraud schemes. Emphasis on the skills needed to identify and investigate fraud will be reviewed. The typology and investigative processes associated with an array of white-collar crimes will be analyzed. Review of the process of serving search warrants, civic injunctions, and forfeiture will be addressed. A full range of investigative tools and techniques involved in investigating white-collar criminal cases will be examined. Examples of important documents such as search warrants, seizure warrants, and civil injunction declarations will be given.

Credit Hours: 3

CRJ558 - Fraud Data Analysis

Course Description
This course focuses on computer-assisted analytical techniques for fraud detection and investigation. Students will learn about solutions to data problems and applications of analytical techniques for preventative, detective, and corrective controls. Students will gain an understanding of advanced fraud
analytics, such as using Benford’s Law, and also explore analyzing written statements, bank records, and exploring investment swindles and con schemes.

**Credit Hours:** 3

**CRJ560 - Communities and the Administration of Justice**

**Course Description**
Understand the role communities play in the administration of justice and the responsibility of criminal justice organizations to involve communities in justice planning. This course is no longer available.

**Credit Hours:** 3

**CRJ570 - Applied Research for Criminal Justice Professionals**

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

**Credit Hours:** 3

**CRJ575 - Analytical Methods**

**Course Description**
In this course, students will gain a strong foundation for applying analytical skills and reasoning in the criminal justice environment. Students will gain a working knowledge of conducting, critically evaluating, and reporting statistical analyses for studies in criminology and the criminal justice fields. The emphasis will be on hypothesis testing with bivariate statistical methods and the linear regression model.

**Credit Hours:** 3

**CRJ580 - Criminal Justice Capstone Experience**

**Course Description**
In this course, students will understand and integrate research and components of crime and justice administration/management as learned throughout the Master of Criminal Justice program. Students evaluate a social intervention or justice policy by reviewing research evidence and making proper recommendations. The course centers on the completion of an evidence-based capstone work that will serve as the essential foundation of a professional portfolio. Students will utilize all learned skills, theories, techniques, and knowledge learned through their academic program and apply them within many areas of this course. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours:** 3

**CRJ595 - Criminal Justice Internship**

**Course Description**
In this course, students participate on the staff of a criminal justice or related service agency under the co-supervision of faculty and agency personnel. Weekly journals and a mid-term report are required and combine theory and observation of professional practice. Other course requirements include a mid-term
conference with the faculty internship coordinator and evaluation of the on-site supervisor. On-site hours are determined by credit hours. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: Students must successfully complete three courses (nine credits) prior to taking the internship. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

Economics

ECN205 - Global Perspectives: Economies of Asia and the Pacific Rim

Course Description
This course explores the economies and economic structures and institutions of Asia and the Pacific Rim. Emphasis is placed on models of economic growth and theoretical analysis pertaining to countries including China, Japan, and the Southeast Asian region. The course will also conduct historical analysis of Asian economies and the Asian economy more broadly and examine the relationships between Asia and the global economy. This course is no longer available.

Credit Hours: 3

ECN210 - Microeconomic Principles

Course Description
Microeconomics addresses the economic decisions made at the individual level, by individual consumers or individual firms, after evaluating resources, costs, and tradeoffs. Topics include microeconomic concepts and analysis; supply and demand analysis; theories of the firm and individual behavior; competition and monopoly; environmental externalities and the public good; and, the role of the government in the domestic and global economy. This course is considered prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

Credit Hours: 3

ECN215 - Macroeconomic Principles

Course Description
An understanding of the theories of economics in a global context. Emphasis on the application of the concepts of demand and elasticity, international rate determination and balance of payments, national and international financial system and institutions, and macroeconomic indicators. Students cannot receive credit for both these courses. This course is considered prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. BSBM majors enrolled prior to Winter A 2018 will take ECN310 and ECN315. BSBM majors enrolled after Winter A 2018 will take the prerequisites of ECN210 and ECN215.

Credit Hours: 3
ECN310 - Microeconomic Principles
Course Description
Microeconomics addresses the economic decisions made at the individual level, by individual consumers or individual firms, after evaluating resources, costs, and trade-offs. Topics include microeconomic concepts and analysis; supply and demand analysis; theories of the firm and individual behavior; competition and monopoly; environmental externalities and the public good; and, the role of the government in the domestic and global economy. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) This course is considered prerequisite and may be waived through transfer of equivalent lower division coursework or demonstrated workplace knowledge. BSBM majors enrolled prior to Winter A 2018 will take ECN310 and ECN315. BSBM majors enrolled after Winter A 2018 will take the prerequisites of ECN210 and ECN215.
Credit Hours: 3

ECN315 - Macroeconomic Principles
Course Description
This course provides a general overview of economic and macroeconomic principles that impact the way we live. This course will introduce students to the quantitative and qualitative analysis and business evaluation skills needed to critically evaluate macroeconomic data and policies. Students will also gain exposure to the variables and outcomes of decisions made by policymakers while enhancing their own decision-making skills. BSBM majors enrolled prior to Winter A 2018 will take ECN310 and ECN315.
Credit Hours: 3

ECN400 - Managerial Economics
Course Description
An understanding of the theories of economics in a global context. Emphasis on the application of the concepts of demand and elasticity, international rate determination and balance of payments, national and international financial system and institutions, and macroeconomic indicators. Students in the Bachelor of Science in Business Management program prior to the 2016-2017 Winter A term take ECN400. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) This course is no longer available.
Credit Hours: 3

ECN410 - Comparative Economics and Global Business 1800 Present
Course Description
This course looks at the economies of five different regions/cultures around the world: Europe, Asia, Islam, Africa, and Latin America. Special attention will be given to the history, culture, and systems of each geographical and sociopolitical area. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

ECN500 - Global Economics
Course Description
This course applies and examines classical economic knowledge of international trade and finance to inform decision making in the areas of business, management, and policy. Topics such as classical trade
theory, barriers to trade, regulatory policies, gross domestic product, and international banking are explored.

Credit Hours: 3

Education Leadership

EDL500 - Strategic Leadership
Course Description
This course examines the goals and objectives for individuals and groups to shape school culture, climate, and values. Students learn to facilitate the development of a shared strategic vision and prioritize the student and staff needs of a school within community and district contexts. Prerequisite: All admission criteria for the licensure program must be meet. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

EDL510 - School Leadership Internship
Course Description
This course fulfills the internship requirement of the Education Leadership Principal Licensure program at CSU-Global Campus. Prior to enrolling in this course, students should have completed the 300 total hours (approximately six hours per week) of internship activities that specifically relate to course content in the other EDL courses within the program. Learners will then complete assignments that focus on their clinical observation and application of knowledge and skills in various situations. This course must be completed at the same time as OTL568 and therefore allows students to complete six graduate credits in one term without completing a course overload request. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: EDL560 with co-requisite of OTL568. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

EDL520 - Instructional Leadership
Course Description
This course examines instructional leadership in K-12 schools with special attention to issues of promoting the success of every student. Students focus on advocating, nurturing, and sustaining a school culture and instructional program conducive to learning and staff professional growth. Prerequisite: EDL500
Credit Hours: 3

EDL530 - School Culture and Equity Leadership
Course Description
This course introduces the ethical, social, and technical dimensions of current educational leadership practice. Topics include creating an inclusive and welcoming school climate, promoting the overall
development of every student, providing instruction that meets the needs of diverse student populations, and fostering a culture that encourages continual improvement. Prerequisite: EDL520

**Credit Hours:** 3

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**EDL540 - Human Resource Leadership**

**Course Description**
This course focuses on personnel management and instructional supervision for creating effective learning environments with diversity and equity. Students learn how to be visionary change agents by creating collaborative learning communities, engaging in reflective and research-based practices, and increasing capacity for leadership development. Prerequisite: EDL530

**Credit Hours:** 3

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**EDL550 - Managerial Leadership**

**Course Description**
This course explores the allocation of resources for maximizing student and staff learning support. Students learn the necessary functions for managing school operations conducive to learning and ensuring a safe environment in accordance with federal/state laws and school board policies. Prerequisite: EDL540

**Credit Hours:** 3

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**EDL560 - External Development Leadership**

**Course Description**
This course investigates the development and successful implementation of initiatives that better serve learners. Students learn to effectively design structures and processes that result in community engagement, support, and ownership. The course content focuses on proactively creating opportunities for parents, community leaders, and business representatives to participate in meaningful school activities, and provides effective strategies to leverage district and community resources in the best interest of students and their families. Prerequisite: EDL550. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours:** 3

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**Emergency Management**

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**EMG300 - Foundations of Emergency Management**

**Course Description**
In this course, the student will explore the global view of emergency management. Students will study the disciplines of emergency management and communication within the context of historical events through examination of case studies of natural and man-made disasters. It introduces students to concepts and challenges of crises operations. Additionally, topics include exploration of the connections between national-level policy and state-level programs that emphasize the development of integrated plans. Finally,
the course combines lessons learned from historical events with emergency management concepts to improve preparedness and minimize the effects of future hazards and threats. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**EMG325 - Hazard Mitigation**

**Course Description**
In this course, students focus on mitigation, or actions taken that reduce or eliminate hazard risks to citizens and property. It also addresses how this is an ongoing phase in which communities continually pursue mitigation efforts through thoughtful planning and effective leadership. Additionally, methods will be presented on how emergency management personnel can attempt to influence human behavior during a crisis. Finally, mitigation activities such as planning, strategizing, and implementation of action items will be explored. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

**Credit Hours: 3**

**EMG375 - Disaster Response**

**Course Description**
In this course, students explore disaster response as an action taken immediately before, during, or directly after an emergency occurs, to save lives and minimize damage to property. Topics include disaster response activities, warning people of severe weather, evacuating those considered to be at risk, and sheltering the affected population. It also explores providing emergency medical care, relaying information to the public, and managing the arrival of donations and volunteers. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**EMG400 - Disaster Recovery**

**Course Description**
In this class, students will examine disaster recovery as the last phase of the ongoing emergency management cycle of mitigation, preparedness, response, and recovery. It focuses on the complex process that involves the whole community of public, private, and non-governmental organizations to restore the community back to normal. The recovery process can take months and sometimes years to complete. Students also learn about community leaders and identify the stakeholders and the components of the recovery process, the community develops a recovery plan that describes the short-term and long-term goals to achieve restoration and healing after the disaster. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**EMG450 - Comprehensive Emergency Planning**

**Course Description**
Emergency planning at the local, state, and federal levels of government has evolved since 1900. In the last 114 years, the population and disasters have increased that caused some social populations to experience more suffering than others. The outcry from the multitude of disaster affected populations directed the public’s attention to the focusing event. Emergency management at all levels of government evaluated the risks, policies, emergency plans to improve planning and response efforts, and provide
sufficient resources. Local communities evaluated their risks, the vulnerable populations, and resources to improve their emergency plans. Natural and man-made disasters have greatly diversified and increased in magnitude that require continual evaluation of policies and emergency plans. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

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**English**

**ENG101 - Composition I**

**Course Description**

In English 101, learners will engage a variety of critical reading, thinking, and writing skills as they plan, write, revise, and edit academic compositions. Learners will practice fundamental academic writing and critical thinking skills including researching and evaluating resources, assessing the reader, critically analyzing texts, supporting interpretations, and applying APA formatting requirements as they compile a portfolio of revised and edited drafts for the final project. To complete these drafts, learners will be required to engage CSU-GC resources, including the library and Writing Center. This course fulfills a general education Communication requirement and is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

**ENG102 - Composition II**

**Course Description**

Deepens and enhances the objectives of English Composition I. Composition II emphasizes critical/logical thinking and reading, problem solving, research strategies, and writing argumentative papers in an analytical manner that incorporates research from credible sources and addresses multiple stakeholder positions. APA writing style and format as taught at CSU-Global is applied throughout all written assignment. This course fulfills a general education Communication requirement and is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

**ENG130 - Introduction to Literature**

**Course Description**

This course is intended to provide learners with an introductory study of traditional and postmodern literary works. Learners will read, evaluate and analyze literature from the three major genres: prose, poetry, and drama. Learners in this class will develop competencies in order to examine literary elements such as symbolism, theme, plot, character, and setting. Class activities will work to further a learner’s appreciation and comprehension of various literary works. This course fulfills a general education Arts and Humanities requirement and is also an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3
ENG501 - Studies in Composition Studies and Pedagogy
Course Description
This course establishes the academic foundation for graduate English studies at CSU-Global Campus. Students will learn the process for developing academic approaches to teaching composition in high school and college based on the current pedagogies within the composition and rhetoric academic community. Besides learning the basic foundations of academic inquiry, students will learn the critical differences between current composition theories and pedagogies in the context of how this discipline has evolved since the late 1960s and early 1970s. Based on the theories they learned in this class, students will concentrate on developing practical solutions to often confounding problems of teaching students how to write in the digital age. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

ENG510 - Literary Criticism and Theory
Course Description
In this course students will learn how to use the various theoretical lenses to develop coherent criticism of a literary text. An emphasis in this course will be not only to teach selected theoretical perspectives, but for students to write literary criticism based on the appropriate methodology that specifically pertains to that theory. The various theoretical lenses will include New Criticism, New Historicism, Structuralism, Deconstructionism, African American, Feminism, Marxism, Reader Response, Psychoanalytical, Gay and Lesbian, Ecocriticism, and Postcolonial. Prerequisite: ENG501. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

ENG515 - History and Theory of Rhetoric
Course Description
In this course students will learn the process for developing approaches to teaching the history and theory of rhetoric in high school and college based on traditional theories within the English literary community. Students will learn the historical development of rhetoric from origins in ancient Greece to the digital age of the 21st century. Students will study Plato, Aristotle, and Cicero from the classical period, the further development of rhetoric during the medieval period, especially as was influenced by Cicero, the emergence of humanism and Aristotelean scholasticism in the Renaissance, the enlightenment of the 17th and 18th centuries that was influenced by John Locke and empiricism, the development of modern rhetoric in the 20th century to include influential thinkers such as Kenneth Burke, I.A. Richards, and Marshall McLuhan. Prerequisite: ENG501. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

ENG520 - Advanced Studies in World Literature
Course Description
In this course students will study the different literary genres and styles from a range of global or world literature perspectives, including reading the traditional masterpieces, such as Homer's The Odyssey; and a post-colonial reading, such as in Achebe's Things Fall Apart. Students will develop various approaches of reading, especially in how different cultures develop literature that is both unique to primary English-language readers while, at the same time, literature that is compellingly similar. This course will try to bridge cultural differences while at the same time we will emphasize our similarities. Prerequisite: ENG501. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

**ENG525 - British Romantic Literature**

**Course Description**
In this course students will study British Romanticism as a major intellectual, literary, and cultural movement, reading the works of the major writers of that period. Although the publication of Lyrical Ballads in 1789 traditionally marks the beginning of the English Romantic period, several English writers had already been demonstrating impulses that would be then be more formalized by writers like Wordsworth and Coleridge. The course themes will include: the Romantic ideas about nature, revolution and democratic government, the dominance of feelings and emotion over reason and logic, the importance of the common man, how art and literature should reflect the natural world, and how traditional literary forms were stretched and transformed into new modes of expression during the British Romantic period.

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

Credit Hours: 3

**ENG532 - American Literature WWI to Present**

**Course Description**
This course will cover the two major literary movements that occur during this period: Modernism and Post-Modernism. Students will discuss how the various writers who lived and wrote during these two periods both represent and contradict the definitions of these major literary movements. In a literary period where contradiction is a major thematic and stylistic approach, few writers in the modern America will ever fit into a neat package. Also discussed in this class is the emergence of diverse voices on the American literary scene. As the 20th century drew to a close and the beginning of a new century has developed: minority and previously marginalized writers have emerged as the dominant voices of the new American literature.

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

Credit Hours: 3

**English Language Learning**

**ELL500 - English Language Learners**

**Course Description**
Methods and techniques of teaching English to children of linguistically diverse backgrounds. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

**ELL505 - Language Acquisition and Linguistics**

**Course Description**
Normal processes of development of language in children, growth of language, including structure, comprehension, use of oral and written language, other symbolic behavior.
Credit Hours: 3

**ELL520 - Literacy and the English Language Learner**

Course Description
Methods and techniques of teaching Literacy to K-12 English Language Learners.
Credit Hours: 3

**ELL530 - Assessment and Administration of ELL Programs**

Course Description
Study of state, federal, and local laws and policies concerning ELL programs; language proficiency instruments used by teachers for assessment and placement of ELLs.
Credit Hours: 3

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**Finance**

**FIN310 - Financial Analytics and Modeling**

Course Description
In this course, students apply the methodologies, techniques, and tools most commonly used in the analysis of financial data and creation of financial models. Drawing on methods of research from the fields of statistics, operations research, and information systems, students will use industry tools for visualization, inference, forecasting, and business optimization. The emphasis is on exposing the student to the techniques and software tools that are used in the industry to make informed financial decisions.
Prerequisite: MTH410
Credit Hours: 3

**FIN320 - Introduction to Insurance and Investment Planning**

Course Description
Students are provided with the opportunity to develop an in-depth understanding of private and public insurance products, insurance planning, investment vehicles, and different approaches to investment. Students will examine the different types of insurance available to individuals and develop a learn how to evaluate portfolio performance. Please note that this course is not available for enrollment until the Spring C term.
Credit Hours: 3

**FIN321 - Retirement and Real Estate Planning**

Course Description
Students will examine the major components of retirement and real estate planning as it relates to personal finance. The course is designed to prepare students in personal and employee-sponsored retirement
plans, gathering information, and selecting appropriate options to achieve a client’s retirement goals. Additionally, students will evaluate property ownership issues, taxation issues, planning documents, and implementation strategies that encompass effective estate planning. Please note that this course is not available for enrollment until the Spring C term.

Credit Hours: 3

**FIN322 - Personal Income Tax Planning**

**Course Description**
This course is designed to prepare students with an understanding of personal and business income taxation and develop the skills necessary to provide advice and recommendations for effective tax planning. Students will examine tax returns and discuss tax implications for individuals and businesses. Please note that this course is not available for enrollment until the Spring C term.

Credit Hours: 3

**FIN323 - Developing the Financial Plan**

**Course Description**
Students are provided an overview of the basics of financial and investment planning. Students will also examine the role and functions of the financial planner. The course is designed to prepare students with a fundamental understanding of financial planning tools and techniques including: (1) financial statement analysis, (2) basic economics, (3) funding for education, and (4) working and communicating with others. Please note that this course is not available for enrollment until the Spring C term.

Credit Hours: 3

**FIN330 - Corporate Finance**

**Course Description**
This course is designed to provide students with an in-depth analysis of corporate financial operations, tools, and technologies. Specific topic areas may include sources of corporate funding, the capital structure of corporations, operational and financial projection modeling, budgeting, and the actions financial leaders take to increase the value of the firm. Additionally, students will apply the tools and analysis used to allocate financial resources. Please note that this course is not available for enrollment until the Spring C term.

Credit Hours: 3

**FIN332 - Risk Management and Analysis**

**Course Description**
In this course students will learn about the role of financial risk management in organization and prepare an organization for uncertainties. Special attention will be paid to the differences between financial and business risks and the examination risk management concepts and techniques. Students will review the role of risk regulation in financial markets and learn how to identify and describe the various types of financial risk and their sources. Please note that this course is not available for enrollment until the Spring C term.

Credit Hours: 3

**FIN333 - Corporate Valuation**
Course Description
In this course, students are prepared with the skills needed to perform detailed business valuation modeling using three main methods: Comps, Precedents and DCF Analysis. Students will learn a detailed for valuing a company based on comparable companies, past M&A transactions and a Discounted Cash Flow Model (DCF). Please note that this course is not available for enrollment until the Spring C term.
Credit Hours: 3

FIN350 - Principles of Finance for the Public Sector
Course Description
Introduction to financing of and budgeting within public sector institutions, including the history and trends of funds acquisition and distribution. Accountability to governing bodies and taxpayers for the use of public fiscal resources will be examined.
Credit Hours: 3

FIN375 - Working Capital Management
Course Description
This course is designed to provide students with an understanding of the financial requirements for continued organizational operation. Students will assess the requirements for an organization to maintain its ability to satisfy both maturing short-term debt and upcoming operational expenses. Students will understand how to manage inventories, accounts receivable and payable, and cash.
Prerequisite: ACT301 Credit Hours: 3

FIN375 - Working Capital Management
Course Description
This course is designed to provide students with an understanding of the financial requirements for continued organizational operation. Students will assess the requirements for an organization to maintain its ability to satisfy both maturing short-term debt and upcoming operational expenses. Students will understand how to manage inventories, accounts receivable and payable, and cash.
Credit Hours: 3

FIN400 - Analyzing Financial Statements
Course Description
This course introduces the study of accounting principles to give students an understanding of the theory and logic that underlie basic accounting procedures and practices. It then focuses on reading, interpreting, and analyzing financial statements. Major topics include the underlying framework of Generally Accepted Accounting Principles (GAAP) and comparison with the International Financial Reporting Standards (IFRS), the accounting cycle, preparation of the four principal financial statements, and financial statements analysis as well as ratio analysis for strategic planning and decision making. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) This course is no longer available.
Credit Hours: 3

FIN440 - Financial Strategy and Forecasting
Course Description
This course is designed to provide students with the business acumen needed to determine budget goals, use financial tools to create forecasts, and analyze factors contributing to budget and forecast variances. Using a case study approach, students will analyze and present financial variances and translate financial data to inform operational decision making.

**Credit Hours: 3**

**FIN480 - Capstone: Finance**

**Course Description**
In this final course in the program, students will have the opportunity to apply finance program learning outcomes by analyzing the financial operations of organizations or businesses. Students will select, based on their specific area of study, a project to demonstrate their understanding of basic and advanced financial principles, theories, and practices. Prerequisite: Completion of major area of study.

**Credit Hours: 3**

**FIN481 - Capstone: Personal Finance**

**Course Description**
In this final course in the personal finance specialization and BS Finance program, students will demonstrate their technical financial planning knowledge and ability to integrate, apply and communicate this knowledge. They will demonstrate their ability to apply the financial planning process to real-life situations, as well as their ability to communicate their planning recommendations to a client.

**Credit Hours: 3**

**FIN500 - Principles of Finance**

**Course Description**
Understand the principles and theories of finance to analyze statements and fiscal information for effective decision making in today's competitive environment.

**Credit Hours: 3**

**FIN507 - Bank Management**

**Course Description**
This course examines the changing environment of commercial banks and banking services. Topics include the unique management challenges associated with regulatory changes, product innovations, financial reporting, and risk management. Recommended Prior Course: FIN500

**Credit Hours: 3**

**FIN510 - Financial Economics**

**Course Description**
This course is an introduction to financial economics. It will cover the analytical tools and finance theory necessary to make good investment decisions and to understand the paradigm of security valuation. Important themes in the course include individual decision making, risk and return, arbitrage, and market equilibrium.

**Credit Hours: 3**
FIN520 - Financial Reporting and Analysis
Course Description
The course studies the process of business analysis and valuation through the evaluation of financial statements. Topics include analysis of financial statements and ratio, strategic, prospective, equity and credit analysis. Recommended Prior Course: FIN500
Credit Hours: 3

FIN530 - Corporate Finance
Course Description
This course builds on concepts covered in FIN 500 and provides a comprehensive array of skills to manage the finance function of a modern organization. It provides the necessary background both to understand and to apply financial-management techniques in order to be successful in positions of business management. Topics include capital structure and dividend theory, valuation models, portfolio theory, advanced cash flow analysis, and weighted and marginal cost of capital within a capital rationing model. Recommended Prior Course: FIN500
Credit Hours: 3

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

FIN550 - Financial Markets and Institutions
Course Description
This course presents an overview of the roles played by the various markets, institutions, and financial authorities. Specific topics include an introduction the U.S. financial system, the supply and demand for loan funds, securities, and obligations. Emphasis is placed upon policy effects of financial institutions and markets upon various sectors of the economy. Recommended Prior Course: FIN540
Credit Hours: 3

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

FIN570 - Insurance and Risk Management
Course Description
This course provides an understanding of how large-scale complex risk can be quantified, managed, and architected. Students learn to identify the business and technical issues, regulatory requirements and techniques to measure and report risk across a major organization. Recommended Prior Course: FIN500
Credit Hours: 3

**FIN575 - International Financial Management**

**Course Description**
This course provides a comprehensive introduction and overview of the field of international finance. It covers the knowledge needed to manage the international aspects of multinational firms, the operations of international and foreign bank and financial institutions, and the operations of all firms, organizations, and individuals active in the current and future global business and financial environments. Recommended Prior Course: FIN500
Credit Hours: 3

**FIN580 - Capstone: Finance**

**Course Description**
The goal of this capstone course is to integrate all essential concepts in financial decision-making. Students will develop a comprehensive capstone project that can be applied to a place of employment or within the financial sector. Recommended Prior Courses: All required program courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

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**Geology**

**GEO101 - Earth Science**

**Course Description**
This course emphasizes four regions: the hydrosphere (water), the atmosphere (air), the lithosphere (rock), and space. This course fulfills a general education Physical and Natural Science requirement. Not an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.
This course is no longer available.
Credit Hours: 3

**GEO101C - Earth Science with Lab**

**Course Description**
This course emphasizes four regions: the hydrosphere (water), the atmosphere (air), the lithosphere (rock), and space. This course fulfills a general education Physical and Natural Science requirement. This is an approved Colorado gtPathways course.
Credit Hours: 4
GEO101L - Earth Science Lab  
Course Description  
This course is designed to augment GEO101 and may fulfill a general education Physical and Natural Science lab requirement. Not an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit. This course is no longer available.  
Credit Hours: 1

Health Professional

HPR108 - Dietary Nutrition  
Course Description  
In this course, students will study the basic nutritional principles in clinical practice in health care. Students will study the factors which influence the nutritional status of individuals, methods of nutritional assessment and support, and diet modification for specific disease states. Students will prepare a dietary analysis as part of this course. This course is a General Education Natural and Physical Science elective. This course fulfills the dietary nutrition for nursing requirement. Course not eligible for Prior Learning Assessment (PLA) credit.  
Credit Hours: 1

Healthcare Informatics

HCI310 - Principles of Health Information Management  
Course Description  
This course introduces healthcare medical and business processes from a software design perspective. The course focuses on the need for technology and interaction among all the stakeholders within the medical environment. This course is no longer available.  
Credit Hours: 3

HCI320 - Healthcare Informatics  
Course Description  
This course focuses on the methods to apply the requirements of healthcare systems for the storing of patient information. The course also focuses on the medical management systems. The topics to be covered include: healthcare delivery system in relation to overall management functions, institutional,
social, and political forces in health care, and the role of IT in healthcare management, and information security and patient privacy as it relates to HIPAA. Prerequisite: HCI310. This course is no longer available.

**Credit Hours:** 3

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**HCM300 - Healthcare Principles and Practices**

**Course Description**

This course explores fundamental principles and practices as applied to healthcare. Topics include the examination of the organizational structure of the health care delivery system and administrative processes as well as the major issues and areas of concern confronting health service administrators. This course is no longer available.

**Credit Hours:** 3

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**HCM301 - Accounting and Finance for Healthcare Managers**

**Course Description**

In this course, students are provided an overview of the financial environment in which healthcare organizations operate and introduced to fundamental concepts of finance and accounting in the healthcare industry. Students will examine key healthcare finance concepts, basic managerial and accounting principles, the budget process, and tools used for financial analysis. Attention is also given the government financing of health services via the Medicare and Medicaid programs. Assignments and discussions provide opportunities to examine and apply techniques related to cost accounting with emphasis on cost
control strategies. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

**Credit Hours: 3**

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**HCM305 - Health and Disease**

**Course Description**

This course gives students an introduction to the basic principles of illness and disease as well as the impact of disease trends on the delivery of services. The clinical manifestations of diseases commonly seen in the health care environment, health promotion, and wellness programs will be reviewed. This course is no longer available.

**Credit Hours: 3**

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**HCM310 - Introduction to the U.S. Healthcare System**

**Course Description**

In this course, students are introduced to an overview of the U.S. healthcare system. The historical background of the shift from an acute care hospital-based system to a chronic/preventive care ambulatory focus and influence of current trends such as the Affordable Care Act and the aging population are presented. Students will examine differences between non-profit and for-profit healthcare organizations, and how quality, safety, and competition within the healthcare industry impact patient care. Assignments and discussions provide opportunities to compare and contrast the U.S. healthcare system to other nations’ healthcare systems. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

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**HCM315 - Healthcare Supervision**

**Course Description**

The course explores fundamental concepts of supervision and management theories as applied to healthcare. Major topics include: management challenges, organizational design, program planning, supervisory relations, and teams in organizations. Special emphasis will be placed on understanding and addressing the major issues and problems confronting first-level healthcare supervisors. Assignments and discussions provide opportunities to examine the organizational structure of healthcare organizations and administrative processes such as planning, problem solving, and decision making. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.) This course is no longer available.

**Credit Hours: 3**

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**HCM320 - Introduction to Health Policy**

**Course Description**

This course will focus on the historical context of health care delivery and policy-making procedures. Students will focus on the political, economical, and social aspects of health care policy impacting both providers and patients. Further discussion will provide insight into the complexity of health care policy reformation, how the policy-making process works, and how moral and ethical decision-making at the policy level influence health care providers within the institutional settings. Public health awareness and preparedness will also be discussed as related to influencing political officials to formalize policy-making efforts through legislative reform. Recommended Prior Course: HCM310 (This course is also offered...
HCM345 - Health Law and Ethics
Course Description
This course will offer the student a basic overview regarding healthcare law in the United States and introduce students to the moral and ethical issues that healthcare providers are confronted with daily. It will provide a systemic analysis of healthcare provider services and moral, ethical, and legal issues that may involve healthcare professionals, patients, hospitals, clinics, and other organizations. Students will review legal, moral, and ethical constructs shaping today's healthcare environment, analyze the different types of reasoning in the decision-making process, and utilize various concepts to make identifiable analysis of healthcare challenges and issues. Readings and discussions will include the current standards surrounding the legal and ethical parameters impacting patients and healthcare workers. Topics include: informed consent, patient confidentiality laws, elder care and abuse, end-of-life-planning, standard of care, and malpractice. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)
Credit Hours: 3

HCM370 - Quality and Risk Management in Healthcare
Course Description
This course provides the student with an overview of healthcare risk management pertaining to the role of the risk manager within the healthcare setting, focusing on real-life issues addressed by risk managers, and exploring the liability issues that may be associated with perceived risks both occupationally and patient-related. Further reading and discussion will include examining risk and risk management outside the hospital setting regarding behavioral health, ancillary services, assisted living, and general emergency services. Students will also examine the issues surrounding privacy and compliance issues of medical records and record keeping, handling sentinel events, and the overall effectiveness of healthcare regulations pertaining to risk management. Recommended Prior Course: HCM310 (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

HCM375 - The Economics of Healthcare
Course Description
In this course, students receive practical knowledge about and apply economic theories and principles to understanding healthcare economic issues and problems related to the amount, organization, and distribution of healthcare resources in the United States. Students will learn and apply economic principles such as supply and demand, economic theories, resources allocation, competitive markets, market evaluation methods, and cost effectiveness analysis related to making choices about and understanding the consequences of resource scarcity in the healthcare industry. Students will discuss issues and controversies surrounding the federal and state governments’ roles in financing and regulating health services. Recommended Prior Course: HCM310 (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

HCM400 - Managed Care and Health Insurance
Course Description
Managed care and health insurance covers healthcare issues surrounding management, insurances, and managed healthcare plans and discusses the new regulations from the Affordable Care Act (ACA). Students will learn about the basic foundations concerning insurance benefit plans for Medicare and Medicaid. The course will also cover fundamental ideas concerning cost-containment measures and quality of healthcare being delivered, focusing on a US-based approach to healthcare insurance plans for HMOs and other integrated insurance delivery systems. Recommended Prior Course: HCM310 (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

HCM410 - Healthcare Operations Management
Course Description
This course will introduce the student to healthcare management within a hospital or clinical setting. Students will gain an understanding of how to manage in the healthcare setting through planning, directing, and leadership responsibilities. Students will also learn about the importance of financing in achieving healthcare goals. Discussions will include managing hospital staffing, managing financial obligations in the present leadership roles in healthcare, integrating the higher level of patient care based on the current ACA standards, and understanding how older models of management and leadership practices can be blended into contemporary practices within today’s healthcare industry. Students will also gain knowledge of moral and ethical implications impacting operational management decision-making practices. Recommended Prior Course: HCM310 (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

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

HCM450 - Healthcare Information Systems
Course Description
This course will allow students to explore the concepts of information management systems and clinical and administrative applications used in providing medical care to the targeted population. Topics include the examination of the processes used in the selection, application, and evaluation of information technology assets. Methods and processes to make informed business decisions related to the application and use of technology will provide an understanding of technology and its impact within healthcare management. Students will understand the opportunities and challenges in implementing robust and effective information management systems in a healthcare setting.
Credit Hours: 3
HCM460 - Introduction to Healthcare Strategy

Course Description
This course will provide the student with an overview of marketing and strategic planning concepts and processes in the healthcare industry. Through readings and discussions, students will have the opportunity to examine the traits, trends, and needs of today’s healthcare consumer, with special emphasis on consumer decision-making. Historical perspectives are discussed in tandem with current and future challenges. The course explores the formulation of strategy and development of marketing plans designed to address patient care from clinical, service quality, and the consumer perspective. Through the use of case studies, students will have the opportunity to analyze and assess tactics employed to improve organizational objectives. Recommended Prior Courses: HCM310 and HCM410 (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

HCM480 - Healthcare Policy Analysis and Development

Course Description
Students will analyze policy development by examining contemporary issues within the healthcare setting. Overall policy, procedures, and outcomes will be discussed. This course will provide the opportunity to examine and analyze the organization and delivery of healthcare in the United States and how these core elements are shaped and influenced by policy and decision-making processes. The course will assist students in preparing for organizational leadership assisting in policy analysis, understanding the moral and ethical values driving healthcare policy within healthcare institutions, and focusing on management practices towards the initialization of new healthcare policies. Recommended Prior Course: HCM310. This course is equivalent to HCM481; earning credit for both courses is not permissible. This course is no longer available.

Credit Hours: 3

HCM481 - Capstone: Healthcare Analysis and Policy Development

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

Credit Hours: 3

HCM495 - Healthcare Management Practicum

Course Description
The practicum provides students with practical experience in organizations specific to their fields. Each student will work under the direct supervision of a senior-level professional at an approved organization or company. The purpose of the practicum is for students to apply and integrate what they have learned during the core courses of their programs. Each student will be enrolled in an online course and will be required to participate in coursework that will allow them to demonstrate what has been learned through
the practicum experience. The emphasis of the practicum will be on the student assuming a professional role within the organization. Students will complete their practica over a period of eight weeks during one CSU-Global course. A minimum of 80 hours of practicum fieldwork must be completed during the course. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours:** 3

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**HCM500 - The U.S. Healthcare System**

**Course Description**

This course provides an in-depth overview of the United States Healthcare System from both a micro and macro level with a special emphasis on the integration of the Patient Protection and Affordable Care Act passed in 2010. An introduction to the definitions, concepts about the system as well as current and future trends in healthcare delivery are considered. Topic areas include: history, organization of the system, operational characteristics, funding mechanisms and current regulatory activities.

**Credit Hours:** 3

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**HCM502 - Organizational Behavior Human Resources in Healthcare**

**Course Description**

This course focuses on the application of theory to develop the knowledge and skills needed to effectively manage individuals and groups in healthcare organizations. Topics include human behavior, human resource management and labor relation policies. Recommended Prior Course: HCM500

**Credit Hours:** 3

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**HCM505 - Principles of Population Health**

**Course Description**

This course provides students with the skills needed to assess and enhance the health of a community. Students focus on health behaviors, environmental influences, health policy, and economic and healthcare system issues in health promotion and disease prevention.

**Credit Hours:** 3

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**HCM515 - Health Law and Ethics**

**Course Description**

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

**Credit Hours:** 3

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**HCM520 - Quality and Performance Improvement in Healthcare**

**Course Description**

This course is an in-depth examination of the relationships between healthcare quality and organizational performance and outcomes. Students are introduced to quality improvement and patient safety theories, models, methods, and tools that have an application in addressing the challenges and opportunities of
improving the quality and safety of the new value-based healthcare system.

Credit Hours: 3

**HCM532 - Healthcare Change Management, Innovation, and Entrepreneurship**

*Course Description*
This course focuses on the unique skills related to leading to change management, innovation, and entrepreneurship processes in healthcare. Student will learn about unique change management and innovation skills and attributes necessary to guide organizations and people through the process of innovation in a way that ensures successful innovation outcomes. Also, this course provides students with an understanding of fundamental organizational, personal, cultural, and competitive issues and challenges related to organizational change in the 21st-century healthcare environment. Various models of organizational change will be examined and critically evaluated for use in this setting.

Credit Hours: 3

**HCM540 - Marketing and Consumerism in Healthcare**

*Course Description*
This course introduces students to public and private healthcare options and changes have proven confusing to consumers. Consumerism and consumer education are a focus a foundation for the marketing of products and services in light of pricing, product, promotion and placement factors and issues. This course is no longer available.

Credit Hours: 3

**HCM542 - Healthcare Operations Management**

*Course Description*
In this course, students examine forces and trends that impact healthcare organizations such as operations performance, scheduling, productivity, and supply chain, operational assessment, patient care flow, and related support care processes through process improvement. Students will use analytical techniques to assess performance data and to identify trends and issues to improve patient care outcomes.

Credit Hours: 3

**HCM550 - Healthcare Policy Analysis and Development**

*Course Description*
This course introduces and examines methods for assuring quality in policy, process, and outcome management are described, as well as the significance and statistical application of measuring outcomes. The development of health care policies and changing trends are identified and analyzed. This course is no longer available.

Credit Hours: 3

**HCM555 - Health Informatics & Population Health Analytics**

*Course Description*
This course explores the strategies to adopt electronic health record systems (EMRs) and new forms of data to be used to measure healthcare delivery and improve patient outcomes. In this introductory course, participants explore the value proposition for "clinical intelligence" and the role of analytics in supporting a data-driven learning healthcare system.
Credit Hours: 3

HCM560 - Strategic Healthcare Management
Course Description
This course focuses on the strategic planning and innovation processes in healthcare administration. It addresses the challenges of a changing healthcare environment and critical success factors required for organizations to succeed in the dynamic healthcare landscape. This course is no longer available.
Credit Hours: 3

HCM565 - Healthcare Finance
Course Description
This course focuses on the application of key finance principles and concepts to healthcare organizations. The course enables students to learn how to develop, apply, and interpret various financial tools and concepts, including financial statements analysis, costs structure and allocation, dashboards, budgeting and variance analysis, sources of revenue and reimbursement, return on investment analysis, financial ratios, capital budgeting and investment decision making, and working capital management.
Recommended Prior Course: HCM500
Credit Hours: 3

HCM570 - Healthcare Information Systems
Course Description
This course is designed to introduce students to the core knowledge and skills needed to oversee the information technology and informatics in a healthcare environment. This includes how to identify and solve organizational problems affecting the design, implementation, and use of health information management systems and data throughout the enterprise. Students discuss the functions and interoperability of various systems including regulatory requirements, how to assure the confidentiality of patient information, and recent trends in the changing healthcare landscape.
Credit Hours: 3

HCM575 - Population Health Program Assessment, Implementation, and Evaluation
Course Description
In this course, students assess population and community health needs and resources, program design and implementation, and evaluation as core functions of population health practice. This course offers students with the essential tools and knowledge base to conduct effective population health and community-based health promotion activities with a diverse array of populations and health issues.
Credit Hours: 3

HCM580 - Capstone: Strategic Management in Healthcare
Course Description
This course examines the components of organizational strategy development and execution as the healthcare system moves in a value-based delivery model. Topics include the strategic planning process, analytic tools, organizational strategies, competitive advantage, and critical decision making. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3
HCM595 - Healthcare Management Internship
Course Description
The internship provides students with practical experience in organizations specific to healthcare organizations. Each student works under the direct supervision of a senior-level professional at an approved organization or company, and applies and integrates what they have learned during the core courses of their program. Each student is required to participate in coursework that allows them to demonstrate what has been learned through the internship experience. The emphasis of the internship is on the student assuming a professional role within the organization. Students complete their internships over a period of eight weeks during one CSU-Global course. A minimum of 80 hours of internship fieldwork must be completed during the course. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

History

HST201 - U.S. History I
Course Description
This course focuses on the history of the United States from the founding of the North American colonies to the 1877 Reconstruction era. This course fulfills a general education History requirement. This is an approved Colorado gtPathways course. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

HST202 - U.S. History II
Course Description
This course is a survey from the end of the Reconstruction in 1877 until the recent past. It addresses economic, political, and social issues of topics including industrialization, urbanization, population changes, the rise of the United States to global power, the Great Depression, the New Deal, the world wars, the Great Society, the counterculture, technology implications, and the Cold War. This course fulfills a general education History requirement. This course is an approved Colorado gtPathways course. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

HST300 - U.S. History (1945-Present)
Course Description
HST300 examines major political and historical trends from the end of World War II through the present.
Major themes include the Cold War, the demise of colonialism, the rise of a Civil Rights movement, the collapse of the Soviet Empire, the backlash against Liberalism, the emergence of a global economy, and the effects of technological development. This course fulfills a general education History requirement. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

Homeland Security

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

Credit Hours: 3

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

Credit Hours: 3

HLS375 - Risk Analysis and Mitigation
Course Description
This course provides visibility into the threat spectrum including the systematic approaches in identifying critical infrastructures and key resources as a basis for risk acceptance and mitigation. In understanding risk and vulnerability, students learn to address appropriate countermeasures in an objective, quantifiable way.

Credit Hours: 3
HLS400 - Critical Infrastructure + Key Resource (CIKR) Identification and Protection

Course Description
This course provides a high level understanding of critical infrastructures and key resources. Topics include the critical infrastructure protection process and an examination of its components: people, physical entities, and information systems. This course places CIKR in the context of the nation's overarching National Infrastructure Protection Plan (NIPP) and examines the interchange required for an integrated program. Further, it addresses the risk-informed resource allocation process as a key resource prioritization component.
Credit Hours: 3

HLS450 - Intelligence

Course Description
This course provides an understanding of the intelligence cycle as it relates to homeland security. Topics include intelligence collection, analysis, and dissemination with a review on the historical context of intelligence and its role in decision making. The course also addresses the different intelligence disciplines of structures, missions, and products. The use of case studies covering past, present, and future challenges to intelligence operations and homeland security counter measures are also discussed for threat assessment and risk analysis.
Credit Hours: 3

Hospitality Management

HTM300 - Introduction to Hospitality Management

Course Description
This course is an overview of the dimensions of this extensive and integrated industry. The topics address practices and management of the major areas in hospitality management, plus an introduction to the broader travel and tourism industry. The background and historical development are presented as well as employment opportunities and trends in each area. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.) This course is no longer available.
Credit Hours: 3

HTM310 - Tourism and Commercial Recreation Systems

Course Description
This course provides an introduction to one of the world's largest and growing industries: tourism. The topics focus on the linkages between leisure travel and services, entrepreneurship, and economic development. The general tourism system, along with tourism trends, commercial recreation, and the operation of a wide variety of related attractions and businesses are also explored. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.) This course is no longer available.
Credit Hours: 3
HTM320 - Meeting and Event Management
Course Description
An introduction to the planning, implementation, and postevent aspects of professional meetings, events, conferences, and conventions. This course is no longer available.
Credit Hours: 3

HTM340 - Hospitality Sales and Marketing
Course Description
This course applies marketing principles and strategies to hospitality, tourism, and leisure services. Market segmentation identification and other marketing mix considerations will be applied to multiple facets of this service industry. This course is no longer available.
Credit Hours: 3

Human Resource Management

HRM300 - Principles of Human Resource Management
Course Description
Introduction to the role of human resources in diverse organizations. Explores past, present and future tendencies of human resources functions. Reviews the functions of human resources in organizations such as total rewards, talent management, and talent acquisition. Connects practical ideas with common theories of human resources.
Credit Hours: 3

HRM350 - Compensation and Performance Management
Course Description
In the ever-changing business landscape, top talent can be recruited, selected, and retained through total reward programs. In this course, students will explore organizations' total rewards, specifically focusing on compensation and benefits, work-life balance/wellness, performance and service recognition, and career development opportunities and how these factors can be further aligned with an organization’s mission, values, goals, and vision. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

HRM425 - Managing and Leading Team Dynamics
Course Description
Explore the development, organization, and leadership of teams in both traditional and virtual settings. Develop key skills and a working knowledge of team creation, management, and individual roles within the team. This course is a replacement course for MGT425 as of the 2013-2014 Spring-A term. Students
cannot receive credit for both these courses. This course is no longer available.

**Credit Hours: 3**

**HRM435 - Creating a Diverse and Ethical Workforce**

Course Description
A key responsibility of human resource professional is to foster an environment in which diversity thrives and individuals of all backgrounds and cultures feel included. Students will learn about legal aspects of a global and diverse workforce such as ADA/EEOC compliance. Students will learn about multicultural workplace, multigenerational workplace, and global issues affecting diversity. Conflict management tips and techniques will be examined and applied to ensure proper resolution regarding diversity-related conflicts and misunderstandings. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**HRM440 - Recruitment, Selection and Employee Development**

Course Description
In HRM440, students will gain an understanding of the critical steps and processes involved in attracting quality candidates, selecting the best applicants for hire, and retaining a quality workforce. Specifically, students will learn how to ensure selected applicants possess the necessary competencies, and qualifications, how objective recruitment practices can ensure organizational cultural fit, and how to confirm that employees feel welcome and informed of policies and procedures upon hire. Additionally, students will select from various training and development options to enhance employee performance, needed to ensure organizational success. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**HRM445 - Labor Relations and Employment Law**

Course Description
The purpose of this course is to further understand the interrelationship among organizational policies as related to employment law and stakeholder ethics. Employees and organizational leaders must understand how the law impacts policies and procedures in regard to hiring, managing employees, terminating employees, and everyday workplace practices/behaviors. Throughout this course, students will gain an understanding of how their organization’s culture and decisions are impacted by ethical, legal, and moral decisions, as well as reflect on how organizational improvements should be made to enhance compliance with laws, legislation, and the idea of doing what is right.

**Credit Hours: 3**

**HRM450 - Employment Law, Compensation and Policy**

Course Description
Introduces the major laws affecting employment in the United States including insurance, compensation, and labor, health and safety related to employment and compensation. The provisions of those laws as well as public policy supporting regulation and the future modifications are addressed. This course is no longer available.

**Credit Hours: 3**
HRM455 - Training and Staff Development  
**Course Description**  
Explores the development, administration, and evaluation of organizational training and staff development programs. Motivation, organizational culture and change, employee development, and the role of management are analyzed. This course is no longer available.  
**Credit Hours: 3**

HRM460 - Organizational Development  
**Course Description**  
The study and understanding of how organizational systems and strategies impact employee and organizational development as well as their performance. Emphasis is given to understand how human resources initiatives influence competitive advantage through employee engagement and retention. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)  
**Credit Hours: 3**

HRM470 - Human Resource Management in a Global World  
**Course Description**  
The field of HR continues to evolve due to global changes and technological advancements. HR professionals must be mindful about how globalization and technology can impact organizations at the macro, meso, and micro levels. Throughout this course, students will learn more about technological advancements, how globalization impacts organizations, and the benefits and drawbacks of globalization and technology on HRM practices.  
**Credit Hours: 3**

HRM481 - Capstone: Human Resource Management  
**Course Description**  
In this course, students synthesize the skills learned throughout the program to address human resources issues in a comprehensive project. Students integrate their knowledge of leadership, legal and ethical responsibilities, policy and strategy, team dynamics, conflict management and negotiations, and staff training and development to improve organizational performance. Prerequisite: Successful completion of all major coursework. Course not eligible for Prior Learning Assessment (PLA) credit.  
**Credit Hours: 3**

HRM495 - Human Resource Management Practicum  
**Course Description**  
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. in Human Resources Management under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a midterm conference with the instructor, faculty practicum coordinator, and on-site supervisor, as well as a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: HRM300. Course not eligible for Prior Learning Assessment (PLA) credit.  
**Credit Hours: 3**
HRM500 - Managing Human Resources  
Course Description  
This course provides students with knowledge regarding the function of Human Resource Management (HRM). Students will review basic HRM concepts and functions. Additionally, they will have the opportunity to enhance their preexisting business/industry knowledge through exploring the behavioral competencies and knowledge required for HRM professionals. Students will understand the function of HRM from a leadership, interpersonal, and business perspective.  
Credit Hours: 3

HRM510 - Organizational Behavior and Development  
Course Description  
In order to thrive and survive in today's ever-changing global environment, organizations need to understand organizational behavior and organizational development strategies so as to make necessary changes, thereby leading to improved organizational success. Throughout this course, you will gain an understanding of the relationship between OB, OD, and HRM and how leaders can encourage, implement, and sustain change through the use of various interventions, tactics, metrics, and evaluations. Recommended prior course: HRM500.  
Credit Hours: 3

HRM515 - Legal and Human Resource Dimensions of Business Management  
Course Description  
This course provides students with a solid foundation in employment law from an HRM perspective. In this course, students will learn about employment at-will and its exceptions, employer and employee responsibilities, federal legislation and how it protects workers and organizations, and how HR functions and organizational policies are influenced by federal law. Through this course, students will be able to understand organizational culture, ethics, diversity and inclusion, risk management and corporate social responsibility. Students will examine real-world case studies and determine what federal laws/regulations apply to the case, as well as how organizational policies can further reinforce legal decision making. Recommended Prior Course: HRM500  
Credit Hours: 3

HRM516 - Effective Labor Management  
Course Description  
Analyze the collective bargaining process and the impact of public policy on industrial relations. Understand the administrative functions of human resource management and the field of labor relations. This course is a replacement course for MGT516 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. Recommended Prior Course: HRM500. This course is no longer available  
Credit Hours: 3

HRM520 - Managing Performance for Results  
Course Description  
Understand the design and execution of successful management and processes. Examine utilization and outcomes of performance appraisals, compensation, and training effectiveness. This course is a
replacement course for ORG520 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. Recommended Prior Course: HRM500. This course is no longer available.

Credit Hours: 3

HRM522 - Human Resource Planning
Course Description
Examine the cross-cultural issues in managing organization behavior. From a global management perspective, explore bargaining behavior, recruitment, selection, training, and compensation issues. This course is a replacement course for ORG522 as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. Recommended Prior Course: HRM500. This course is no longer available.

Credit Hours: 3

HRM540 - Maximizing Human Capital
Course Description
This course explores the talent planning and acquisition process, specifically emphasizing how industry tools and techniques can enhance strategic workforce planning, thereby improving an organization’s competitive advantage. Students will learn about traditional and nontraditional staffing techniques to include remote workers. Students will obtain an understanding of the interrelationship associated with workplace planning, staffing, and performance. Students will explore the steps associated with determining organizational needs, developing a recruitment plan, selecting quality candidates, and developing and retaining organizational employees. Furthermore, students will understand how external and internal factors can influence the workforce planning and staffing process. Recommended Prior Course: HRM500

Credit Hours: 3

HRM550 - Strategic Labor Relations
Course Description
This course provides a comprehensive and exhaustive analysis of labor relations in terms of its history, regulations, and current environment. The broader relationship between unions, organizations, and employees is explored, along with dispute and conflict resolution techniques including grievances and arbitration. This course addresses the importance of teams and managing diversity through unique dialogue and a collaborative lens. Students learn to enhance and promote diversity as managers and leaders and effectively resolve conflict and disputes in a variety of complex scenarios. This course is an equivalent of HRM516 and MGT516; earning credit for both courses is not permissible. Recommended prior course: HRM500.

Credit Hours: 3

HRM560 - Staffing and Talent Development
Course Description
This course explores the performance management process and associated systems by providing students with information regarding the onboarding/orientation process, the importance of training and development, the role of leadership and management in encouraging employee growth and improvement, and how organizations can strategically align practices and functions to ensure quality employees are retained. Various performance management tools, approaches, and practices are explored throughout this course. Recommended prior course: HRM500.

Credit Hours: 3
HRM570 - Global Human Resource Leadership
Course Description
This course focuses on the concepts and theories associated with managing a global workforce, including the complexities of outsourcing, expatriate challenges for employees and their families, coordinating training and development within differing cultures, and international issues associated with compensation, employee evaluation, and discipline. Students gain a solid understanding of the rise and importance of international business, the knowledge and skills employees need to compete internationally, and how human resources can play a strategic role in collaborating with senior management to build a productive and profitable global business. This course is no longer available for new registration. Recommended prior course: HRM500.
Credit Hours: 3

HRM580 - Capstone: Human Resource Management
Course Description
After this Capstone course students will be able to apply the advanced theoretical and practical knowledge attained throughout the Human Resource Management graduate program. Students will be able to demonstrate their understanding of the legal and human resource dimensions of business through analysis as well as integrate communication and leadership skills in their current area of interest inside the HRM field.
Credit Hours: 3

HRM595 - Human Resource Management Internship
Course Description
The internship provides students with practical experience in Human Resource Management. Each student works under the direct supervision of a senior-level professional at an approved organization or company, and applies and integrates what they have learned during the core courses of their program. Each student is required to participate in coursework that allows them to demonstrate what has been learned through the internship experience. The emphasis of the internship is on the student assuming a professional role within the organization. Students complete their internships over a period of eight weeks during one CSU-Global course. A minimum of 80 hours of internship fieldwork must be completed during the course. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

Human Services

HSM300 - Introduction to Human Services
Course Description
This course provides students with an overview of the human services field including theoretical models for
delivery and the roles and responsibilities of human services workers. Students will explore human services occupations, professional organizations, and community resources as well as ethical and legal issues. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

HSM320 - Human Development
Course Description
This course explores theories and research in human development. Topics include physical, language, intellectual, moral, personality, social, and emotional development as they relate to the human services professional. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

HSM350 - Intervention Methods in Human Services
Course Description
This course is an introduction to the theories, principles, and skills of the general helping process in human practice. Students learn how to engage a client as well as assessment, intervention, and follow-up as applied to individuals, groups, and families. Prerequisite: HSM300. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

HSM400 - Crisis Intervention
Course Description
This course explores the assessment of diverse crisis situations. It emphasizes the use of short-term intervention and problem-solving techniques to help individuals and families de-escalate crises and develop appropriate coping techniques. Students will explore the skills, techniques, and uses of crisis intervention. Prerequisite: HSM350. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

HSM405 - Case Management in Human Services
Course Description
This course teaches the principles, practices, and issues in human services case management with emphasis on prevention and intervention strategies. Topics include listening skills, planning, assessment of community resources, referral procedures, general crisis intervention, and setting appropriate boundaries. Prerequisite: HSM400. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

HSM420 - Legal and Ethical Issues in Human Services
Course Description
This course explores the roles, functions, and legal/ethical responsibilities of human services workers, including the process of ethical decision making and awareness of the moral and legal complexities in the
HSM450 - Human Services Administration

Course Description
This course introduces students to human services management. Students gain a basic understanding of organizational management perspectives by exploring issues of staff supervision and oversight as well as administrative planning in a human services organization. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

HSM470 - Evaluation of Research and Theory in Human Services

Course Description
This course examines current research related to human services and provides students with the opportunity to evaluate theoretical subjects in the field from both a consumer and a creator perspective.

Credit Hours: 3

HSM475 - Practicum Human Services Strategy and Execution

Course Description
In this preparatory course for the capstone project, students conduct a practicum in a human services setting. The primary purpose of the practicum is to gain practical experience in a human services organization and to apply the knowledge and skills developed throughout the program. This course requires practical experience in a human services setting. Students will be required to pass a criminal background check including fingerprinting prior to taking this course. See HSM480 for further course and project description. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: Successful completion of all core and specialization coursework except HSM480. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

HSM476 - Seminar Human Services Strategy and Execution

Course Description
In this preparatory course for the Capstone project, each student will propose and conduct a research project that integrates theory into practice. The primary purpose of the research project is to demonstrate application of knowledge and skills in human services. Prerequisite: Successful completion of all core and specialization coursework except HSM480. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

HSM480 - Capstone: Human Services Strategy and Execution

Course Description
This capstone project provides students with the opportunity to perform a concentrated study of a human service organization. Students will demonstrate what they have learned throughout the human services program and apply it by developing a plan to deal with a variety of human services problems. Prerequisite: Successful completion of all major coursework. Course not eligible for Prior Learning Assessment (PLA)
Humanities

HUM101 - Critical Reasoning
Course Description
This course includes a practical application of the subject of critical reasoning to help students learn and apply the skills in the coursework and everyday life. Students examine the processes of rhetoric, reasoning, and writing short critical-thinking essays on current events in an online forum in order to more clearly, insightfully, and effectively think and communicate. Students will also develop the abilities to solve problems, analyze topics, and make well informed decisions by utilizing their life experiences and current events. This course fulfills a general education Art and Humanities requirement. This course is an approved Colorado gtPathways course. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

Information Systems Management

ISM500 - Business and Information Technology
Course Description
This course is appropriate for students with limited experience in IT. It provides an overview of information technologies used to maximize organizational efficiency and effectiveness. This course is no longer available.
Credit Hours: 3

ISM501 - IT Management
Course Description
This course prepares students to analyze organizational issues in information technology (IT) and proposed the necessary solutions to address business needs. Students gain a detailed understanding of how to manage, oversee, plan and maintain IT systems and resources. Students also learn how to effectively manage IT professionals as either employees or outside consultants. Topics include: IT management principles, IT risk management, project management, systems maintenance and leadership.
Credit Hours: 3
ISM510 - Information Technology in the Global Enterprise  
Course Description  
This course provides an in-depth look at the challenges organizations face as they operate in a global economy. Students will describe utilization of virtual teams, management strategies, and effective uses of IT for establishing an organization’s worldwide presence. This course is no longer available.  
Credit Hours: 3

ISM511 - Managing Virtualized and Cloud Systems  
Course Description  
This course prepares students to manage and develop technology solutions utilizing both virtualized and cloud-based systems. Students gain an understanding of various virtualization technologies and how they should be implemented. Additionally students evaluate a variety of cloud-based solutions and providers to increase organizational efficiency, redundancy and business continuity. Topics include: comparison of cloud-providers and technologies, the implementation and maintenance of virtualized infrastructure and servers and how to design fault-tolerant systems with virtualization technology. Recommended Prior Course: ISM501  
Credit Hours: 3

ISM520 - Innovative Solutions in Complex Organizations  
Course Description  
This course presents a series of real world business problems that require effective IT solutions in complex organizations, which may include collaboration with local and multinational vendors. The student will analyze existing technology in the workplace and evaluate new trends in information technology including cloud computing, virtualization, and mobile solutions for remote employees in an effort to gain or maintain technological competitive advantages. Prerequisite: ISM500 and ISM510. This course is no longer available.  
Credit Hours: 3

ISM521 - Managing Enterprise Resource Planning (ERP) Systems  
Course Description  
This course prepares students to design, evaluate and manage enterprise-level systems commonly used in mission critical applications. Students gain knowledge in a variety of common enterprise resource planning (ERP) applications such as payroll, budgeting, human resources, inventory and sales. Topics include systems selection, maintenance and planning. Additionally the ability to compare and contrast distinct service providers is also presented. Recommended Prior Course: ISM501, ISM511  
Credit Hours: 3

ISM525 - Ethical Considerations in Managing Information Technology  
Course Description  
This course provides information about the ethical considerations and issues that IT professionals encounter in the workplace given their exposure to data, various forms of electronic communication, and other types of information. Students will evaluate and interpret information technology policies and regulations and discuss the implications for ethical decisions by IT professionals and IT leadership.  
Prerequisite: ISM501
Credit Hours: 3

**ISM527 - Cyber Security Management**
Course Description
This course provides insight into the complex implementation and management of cyber security practices. Students perform risk assessments and recommend mitigations to protect digital assets in the workplace as well as discuss disaster recovery, incident handling, cyber security policy implementation, privacy, and legal issues related to cyber security. Prerequisite: ISM501

Credit Hours: 3

**ISM529 - Emerging Cyber Security Technology, Threats, and Defense**
Course Description
This course provides students with the opportunity to explore and examine emerging trends and technology in cyber security. Students analyze organizations and review the feasibility of adopting new cyber security trends in order to provide competitive advantages in the workplace. This course also evaluates necessary policy and procedure changes within the context of the continued evolution of technology. Prerequisite: ISM501

Credit Hours: 3

**ISM530 - Enterprise Cyber Security**
Course Description
This course provides students with insight into the cyber security issues surrounding an enterprise including securing organizational data, responding to cyber based security breaches, emerging technologies, and ensuring a secured computing environment for safeguarding company information. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

**ISM531 - Cyber Security Defense and Countermeasures**
Course Description
The Cyber Security Defense and Countermeasures course prepares students to defend enterprise networks from web based and internal attacks using techniques such as system hardening, encryption, policy enforcement and software/hardware intrusion detection systems to protect enterprise data assets.

Credit Hours: 3

**ISM545 - Information Technology Auditing and Assurance**
Course Description
This course provides students with a foundation and understanding of IT auditing services used in midsized to large organizations. Students will focus on security, integrity, and availability of information systems while integrating financial, performance, and operational auditing and assurance services. Prerequisites: ISM501 and ISM525

Credit Hours: 3

**ISM550 - Information Systems and Security**
Course Description
This course presents a broad overview of possible issues and dangers that can compromise information systems in the workplace. Students learn the roles, responsibilities, and essential tools needed by IT Managers to secure an organization’s data and operations. Prerequisites: ISM501 and ISM511
Credit Hours: 3

ISM561 - Business Continuity and Disaster Recovery
Course Description
This course covers a variety of concepts in the areas of business continuity and disaster recovery. Students gain an understanding of business continuity strategies, business impact analysis, recovery point objectives (RTO and RPO), planning techniques and also how to recover from disasters. Topics include risk assessment, fault tolerance, risk acceptance, risk transfer, backup strategies, off-site storage and business resilience. Recommended Prior Course: ISM501
Credit Hours: 3

ISM581 - Capstone: Information Technology Management
Course Description
The capstone course allows the students to review an organization’s needs and address all the challenges involved with implementing and or changing information technology in a complex organization. Students will analyze organizational objectives and propose a solution and a full implementation plan. The proposed solution must address strategies for overcoming the challenges of IT related projects such as assessing risks, reduction of funding, and keeping the support of executive management. Students will utilize skills gained throughout the program to demonstrate the ability to design an IT project from conception to post deployment. Prerequisite: All core, specialization, and/or concentration courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

ISM595 - Information Technology Management Internship
Course Description
In this course, students participate in an Information Technology or related professional team under the co-supervision of faculty and organizational personnel. Weekly journals and a mid-term report are required with the objective of combining theory and observation of professional practice. Other course requirements include a mid-term conference with the instructor, faculty internship coordinator, and evaluation by the on-site supervisor as well as a final report reviewing the internship experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policy. Prerequisites: Students must successfully complete three courses (nine credits) prior to taking the internship course. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3
ITS310 - Introduction to Computer-Based Systems (Personal Computing)

Course Description
This course is an in-depth study of personal computer hardware, peripherals, and interfaces. It prepares students for the Essentials portion of the CompTIA A+ certification exam. Students are prepared to diagnose, troubleshoot, and maintain personal computer systems. It also provides a detailed overview of common peripheral devices and discusses how to connect them to personal computers. A simulated lab environment is incorporated into the course. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

ITS315 - Introduction to Networks

Course Description
This course provides an overview of computer networks including operating systems, networks, the internet and information system design, and the roles and responsibilities of technology professionals. Students are prepared for CompTIA Network+ and Testout Network Pro certification exams. Students also learn about wireless network and network security, and develop the ability to diagnose and troubleshoot common networking problem and issues. Recommended Prior Course: ITS310. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

ITS320 - Basic Programming

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

Credit Hours: 3

ITS325 - Technology, Ethics, and Global Community

Course Description
The course provides an exploration of the relationships between science, ethics, and technology, and the understanding of their roles in the global community. Students will understand and apply cyber law to the global marketplace as well as provide examples of Internet business models and how they are impacted by patent law. Students will gain a detailed understanding of the relationship that exists between technology and ethics from a business perspective. Prerequisite: ITS310.

Credit Hours: 3

ITS330 - Web Design and Development

Course Description
This course offers an introduction to design principles, practices, processes, and technologies associated with web design. Students will gain an understanding of HTML programming, cascading style sheets, and JavaScript. Students will explore the affects of web compliance and accessibility standards on web design.
ITS335 - Human Computer Interaction

**Course Description**
This course provides an introduction to Human-Computer Interaction (HCI) theories. Students will gain an understanding of the components required to design, evaluate, and implement interactive computing systems. The course will introduce concepts related to human psychology and perception, computer and interface system design, and system analysis. Prerequisite: ITS330.

**Credit Hours:** 3

ITS340 - Introduction to Programming with JavaScript

**Course Description**
In this course, students will learn object-oriented programming concepts using the JavaScript language. Students will demonstrate the ability to apply concepts of software design, encapsulation, and testing using JavaScript. Students will apply the JavaScript language in the creation of interactive web applications. Prerequisite: ITS320.

**Credit Hours:** 3

ITS345 - Web Development with PHP

**Course Description**
In this course, students will demonstrate the ability to creating web applications using the PHP scripting language. Students will be able to develop database-driven web applications using an appropriate database. Students will gain the knowledge necessary to create client and server web application components. Prerequisite: ITS320. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

**Credit Hours:** 3

ITS350 - Information Systems and Security

**Course Description**
Education in the need for security, planning, cryptology, and security technologies. Prepares students for CompTIA Security+ certification exam. Recommended Prior Course: ITS310 or ITS315. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours:** 3

ITS360 - Introduction to Cyber Security and Digital Crime

**Course Description**
This course provides students with an introduction to cyber security and digital crime to information technology professional interesting in information security. Students will learn about information security threats, dangers, and risks that organizations face in the workplace as well as the ability to analyze potential vulnerabilities that can have an adverse impact on digital assets.

**Credit Hours:** 3
ITS400 - Information Technology Project Management
Course Description
Prepares managers to develop an IT strategy that aligns business strategy with IT infrastructure for a competitive advantage. Prepares students for the CompTIA Project+ certification. Recommended Prior Course: ITS310 or ITS315. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

ITS405 - Intermediate Networking
Course Description
This course provides students with the skills and knowledge necessary to implement a core Windows Server 2016 infrastructure in an enterprise environment. The course covers implementation, management, maintenance, and provisioning of services and infrastructure in a Windows Server 2016 environment. This course aligns with, and prepares students to obtain, the Microsoft Certified Solutions Associate (MCSA): Windows Server 2016 certification 70740: Installation, Storage, and compute with Windows Server 2016. Recommended Prior Course: ITS315. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

ITS410 - Database Management
Course Description
This course teaches students to design, implement, and use database management systems. Students gain a working knowledge of available software packages, concepts of query languages, software integration services, and security considerations. Students will also learn fundamentals of structured query language (SQL) in developing common queries and reports. Note: Access to a Windows-based operating system is required for this class. Recommended Prior Course: ITS310 or ITS315; ITS320. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

ITS411 - Principles of Database Security
Course Description
This course will provide students with an understanding of concepts and techniques that can be utilized to create secure database systems. Students will learn secure data models that can be used in database development. Students will identify appropriate access control mechanisms and trust management techniques that can be integrated into a database system.
Prerequisite: ITS410 Credit Hours: 3

ITS415 - Principles of Cyber Security
Course Description
This course provides an overview of cybersecurity threats, compromises and the related protection mechanisms. Topics include security of communications, networks and infrastructures. The course also discusses best practices in security policy formulation, cyber forensics and prevention of cybercrimes. Overall, the course introduces the latest developments in the field. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Prerequisite: ITS310 Credit Hours: 3
ITS420 - Advanced Networking Systems  
Course Description  
This course presents advanced network and systems concepts to the student utilizing Linux. Students gain an understanding of the basics of networking routing and switching. They also examine and practice the concepts and skills necessary to function as a system administrator in a Linux environment. It prepares students for the Linux+ certification exam. Prerequisite: ITS315. Course not eligible for Prior Learning Assessment (PLA) credit.  
Credit Hours: 3

ITS425 - Ethical Hacking and Penetration Testing  
Course Description  
This course provides students with the experience needed to secure information systems against attacks such as viruses, worms, as well as other system weaknesses that pose a significant danger to organizational data by using ethical hacking and penetration testing to uncover common techniques used by cyber criminals to exploit system vulnerabilities. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Prerequisite: ITS415. Course not eligible for Prior Learning Assessment (PLA) credit.  
Credit Hours: 3

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

ITS439 - Virtualization Technology Fundamentals  
Course Description  
This course provides students with an introduction to the concept of virtualization. Virtualization is achieved through the use of both hardware and software in a manner that gives the perception that a physical environment exists when, in fact, it may not. Students will understand how operating systems in a computer utilize virtual memory to provide applications with the ability to run better and faster without adding more physical memory. Students will explore the concept of server virtualization, which similarly gives the appearance and benefit of having multiple processors running simultaneously. Students will evaluate the present status and future direction of virtualization. Actual virtualization software will be used to provide students with a real-world experience. This course aligns with the VMware Data Center Virtualization Fundamentals certification. Prerequisite: ITS315. Course not eligible for Prior Learning Assessment (PLA) credit.  
Credit Hours: 3

ITS441 - Cloud Technology Fundamentals
Course Description
Students in this course are introduced to the concepts of cloud technology, which has caused a paradigm shift in electronic storage and security. Students will understand the manner in which companies utilize their cloud-based servers and other storage devices to dynamically adjust the available storage based on demand. Students will also gain an understanding of the added security risks that companies are now faced with as a result of cloud technology. In this course, students will learn about implementations of cloud technology, including SaaS, PaaS, and IaaS. In addition, cloud-based data storage solutions will be covered. This course maps to and adheres to the CompTIA Cloud+ certification. Prerequisite: ITS439. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

ITS442 - Enterprise Cloud Computing
Course Description
This course emphasizes the business applications of cloud computing. Students will learn about cloud computing concepts, architecture, and service management. They will understand the advantages and disadvantages associated with a cloud computing platform for business applications, such as those related to financial feasibility, business benefits, and security risks. Students will learn to apply standards and best practices to evaluate alternative cloud solutions in determining which is most appropriate for a given business environment. This course also includes a teamwork component that is based on project management principles to design a cloud-based application. Prerequisite: ITS441

Credit Hours: 3

ITS443 - Server Virtualization Technologies
Course Description
Students in this course will learn the skills to design, implement, manage, and maintain a virtualization infrastructure using current Microsoft Virtualization technologies. The course provides details on how to deploy and manage Hyper-V and Remote Desktop Services on Windows Servers. The course also provides details on how to manage a server virtualization environment by using System Center products such as System Center Virtual Machine Manager (VMM), System Center Operations Manager, System Center Data Protection Manager, and System Center Configuration Manager. In addition, students will explore the Windows Azure capabilities for virtual machines and managing a hybrid cloud, including Windows Azure’s Internet as a Service (IaaS) and storage capabilities. This course aligns with the Microsoft Monitoring and Operating a Private Cloud with System Center 2012 exam 70-246. Prerequisite: Experience with Windows Servers; ITS442

Credit Hours: 3

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

**ITS455 - Digital Forensics and Investigations**

**Course Description**
This course provides students with an insight to cyber security professional intrusion detection methods, information security tools, and preventative measures to information security risks. Students will learn how to respond to cyber breaches which includes the recovery, preservation, analysis of digital crime scene evidence, and proper incident response to cyber criminals. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Prerequisite: ITS415
Credit Hours: 3

**ITS460 - Information Security Legal and Ethical Issues**

**Course Description**
In this course students will examine how law, ethics, and technology intersect in organizations that rely on information technology. Students will gain an understanding and insight into issues arising from privacy, secrecy, access control, and policy enforcement, as well as other legal and ethical dilemmas prevalent in today’s organizations. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)
Credit Hours: 3

**ITS462 - Introduction to IT Auditing**

**Course Description**
This course provides an introduction to appropriate principles and guidelines that can be used in information security for information technology auditing. An overview of skills and techniques will be presented to evaluate potential risks in IT environments. Students will gain the ability to evaluate and quantify risks to reduce potential IT threats.
Prerequisite: ITS411 Credit Hours: 3

**ITS480 - Capstone: Information Technology**

**Course Description**
This course will allow for students to complete an academic project that represents a culmination of their knowledge in Information Technology. Students will demonstrate the ability to review, analyze, and integrate appropriate IT concepts into a capstone project.
Credit Hours: 3

**ITS481 - Cybersecurity Capstone**

**Course Description**
In this course, students will apply cybersecurity principles to real-world scenarios and complete a project that represents a culmination of their knowledge in Cybersecurity. Students will demonstrate the ability to review, analyze, and integrate appropriate cybersecurity concepts into a capstone project.
Prerequisite: ITS455 ITS460 Credit Hours: 3
ITS495 - Information Technology Practicum

Course Description
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. Information Technology under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor, as well as a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: ITS320, ITS410, and ITS430. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

Instructional Design

ISD500 - Advanced Theory of Instructional Design and Architecture

Course Description
In this course, you will select and apply the most appropriate instructional design model to create compelling, accessible, and engaging courses in the ever-changing landscape of online learning. Students will analyze modern learning theories, case studies, instructional design models, and accessibility considerations with the goal of developing learning solutions that best meet the needs of a diverse and digital audience.

Credit Hours: 3

ISD501 - Design and Project Management for Instructional Architects

Course Description
This course is designed for students as an opportunity to demonstrate program outcomes learned in the Instructional Architecture Certification under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty internship coordinator, and on-site supervisor, as well as a final report reviewing the internship experience. In this internship, you will apply design models, learn how to manage course development projects, and apply effective communication and collaboration skills. You will work together to produce learning experiences using modern media and technologies, apply instructional design theories and frameworks, and actively participate in the planning and creation of online courses, content, or activities.

Credit Hours: 3

ISD502 - Learning Technologies and Innovation

Course Description
In this course, you will critically examine the role of technology in the creation and innovation of learning experiences and apply selection criteria to choose effective tools to meet learning outcomes. You will assess or evaluate learning management systems, integrated learning tools, and the effective use of digital
content, artificial intelligence, augmented reality, and virtual reality. Additionally, you will examine the relationships between technology, pedagogy, content, and social constructs, thereby building an understanding of how technology can support active and constructive learning.

**Credit Hours: 3**

**ISD503 - Course Development and Project Evaluation**

**Course Description**
In this course and associated practicum, you will practice implementing learning tools and technologies, creating engaging and accessible assessments, and evaluating both the effectiveness of a course and the management of the overall project. You will be active members of a design team and relied upon to make sound design and implementation recommendations.

**Credit Hours: 3**

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**Interdisciplinary Professional Studies**

**IPS450 - Individualized Learning Portfolio**

**Course Description**
This course will serve as the terminal capstone for the Bachelor’s Program in Interdisciplinary Professional Studies. Students will link all of the courses in their specific program of study into a research project that highlights their learning experiences. Students will then craft a coherent and focused thesis that blends theory and research knowledge into practice. Students will learn the techniques required to conduct an academic research project, as well as the techniques required to write a senior thesis paper.

**Credit Hours: 3**

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**International Management**

**MIM500 - Business Strategy in the Global Economy**

**Course Description**
This course addresses the role of international political and economic issues and the challenges facing trade and foreign business policies in developing nations which seek to attract business investments. Students evaluate the potential business opportunities and the risks associated with global expansion projects, as well as the role of labor and access to natural resources, and the utilization of International Monetary Fund (IMF) resources and foreign investment. Analyses of cultural, economic, societal, and political differences framed within the context of international commerce provide a background for strategic decisions. This course may not be available in all states, see the State Specific Authorization Policy under
Admissions Policies.
Credit Hours: 3

MIM510 - International Trade
Course Description
This course addresses the theory and role that international trade plays in economic integration and development through trade policy. Students review regional and country specific political agendas, including protectionism and sanctions, and gain an understanding of a multinational approach to trade regulations.
Credit Hours: 3

MIM520 - Global Financial Management
Course Description
This course examines the corporate financial management process, taking into account international variations relevant to conducting business globally. Topics include global financial markets, foreign exchange and derivatives markets, risks associated with foreign investment, and regulatory issues affecting foreign investment. Students discuss investment and financial exchange differences with a focus on limitation of loss and enhancement of returns.
Credit Hours: 3

MIM530 - Technology Management in the Global Economy
Course Description
This course encompasses the process of managing technology within the global business environment. Topics covered include voice, video, and data applications, as well as the roles of these tools in financial and competitive positioning for global market expansion. Students also learn to analyze future trends in technology and their effects on an organization.
Credit Hours: 3

MIM560 - International Business
Course Description
This course examines the factors that affect international business. Topics include the analysis of a country for prospective business opportunities, including the assessment of internal cultural and societal characteristics, how economic policies and regulations relate to trade activities, natural resource, labor, and outsourcing opportunities and their influence on the advancement of multinational enterprises. Challenging and unique considerations in the formulation and execution of organizational expansion considerations are addressed.
Credit Hours: 3

MIM580 - Capstone: International Management
Course Description
In this capstone course, students apply international management knowledge to develop a business plan for an international organization. Topics include global expansion from a cultural perspective, regulatory constraints and benefits, human resources issues relating to hiring foreign-based employees, protectionism and trade, exchange rate and foreign investment, and the role of foreign politics in economic development.
The comprehensive capstone project integrates content learned throughout the program. Prerequisite: All core and specialization courses. This course is no longer available.

**Credit Hours: 3**

**MIM595 - International Management Internship**

**Course Description**
This course is designed for students as an opportunity to demonstrate program outcomes learned in the Master in International Management under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals; a mid-term conference with the instructor, faculty internship coordinator, and on-site supervisor; and a final report reviewing the internship experience. Course not eligible for Prior Learning Assessment (PLA) credit. This course is no longer available.

**Credit Hours: 3**

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**Library**

**LIB300 - Research in the Information Age**

**Course Description**
This course focuses on the Information Literacy Standards for Higher Education put out by the Association of College and Research Libraries. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 1**

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**Management**

**MGT300 - Principles of Management**

**Course Description**
An examination of the basic functions of management, including planning, organizing, leading, staffing and controlling and how they can be utilized to strengthen management, employee and organizational performance. Course is eligible for Prior Learning Assessment (PLA). (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

**MGT301 - Perspectives on Organizational Behavior**
Course Description
This course consists of a study of the attitudes, behavior and performance of people in organizations. Both historical and contemporary perspectives of organizational behavior theories and practices are included. The course includes managing people in a global economy from the perspectives of individual and group behavior and the nature of organizational development and change. Topics include organizational culture, socialization, mentoring, individual differences, motivation, performance improvement, groups and teams, decision making, conflict management, communications, power and politics, leadership and managing change. Upon completing this course students should be able to identify and explain key elements of individual and group behavior in organizations and be aware of their organizational leadership skills and potential. This course is no longer available.

Credit Hours: 3

MGT302 - Modern Organizational Theory
Course Description
A study of organizational theories and how they relate to an organization's environment, structure and design in influencing its strategic and operational effectiveness. Focus includes the roles of individuals and groups operating in contemporary organizational systems. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) This course is no longer available.

Credit Hours: 3

MGT305 - Introduction to International Business
Course Description
This is an introductory course in international business, focusing on how American firms function in sociocultural, demographic, political, legal, economic, and technological environments outside of the United States. A special emphasis on the influence of culture on business decisionmaking will be researched and analyzed. This course creates the foundation to study more international dynamics of various functional areas, such as accounting/finance, economics, management, and marketing. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

MGT315 - Business Law
Course Description
This course focuses on the tools for understanding the principles underlying the legal environment of business. The course identifies the current legal rules and regulations affecting businesses and students become familiar with the new developments and trends that will greatly affect future transactions. This course introduces the U.S. legal system, coverage of the major components of contract law, employment law, accounting law, and an examination of business liability issues under tort law. In addition, the intellectual property issues of trade secrets, trademarks, patents, and copyrights will be covered. The impact of digital technology and business globalization will be integrated into each topic discussed. This course is a replacement course for MGT20 as of the 2016-2017 Spring A term. Students in the Bachelor of Science in Business Management program cannot receive credit for both these courses. Course not eligible for Prior Learning Assessment (PLA) credit. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3
MGT320 - The Legal and Ethical Environment of Business
Course Description
An introduction to the legal influences upon and within businesses, including statutory, executive, administrative, and case law. Included are the roles and influences of contracts and regulations upon business operations as well as the ethical issues encountered within the business environment and the associated legal implications. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) This course is no longer available.
Credit Hours: 3

MGT350 - Business Policy and Strategy
Course Description
This course examines the process of developing business policies and how strategies are formulated, implemented, and evaluated. Students will gain knowledge of how business strategies establish and influence the company’s position within its industry in light of those being utilized by competitors. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

MGT351 - Organizational Innovation and Change
Course Description
Analysis of the dynamics of change and the importance of innovation within modern organizations. Emphasis on how managers can develop a culture receptive to new ideas, products, processes, and systems for improving organizational performance. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

MGT405 - Management in the Global Economy
Course Description
An analysis of the social, political, technological and economic factors that influence practices and decisions in an international/global organization. Included is the analysis of the scope of expansion and appropriate operations in the international marketplace. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) This course was formerly ECN405.
Credit Hours: 3

MGT410 - Project Management
Course Description
This course provides students with an overview of important aspects of managing both small and large projects, including assessment of needs, development of specifications, acquisition of labor and materials, optimization of schedules, controlling costs, and ensuring outcomes and deliverables. Students learn project management techniques, ways that projects can be managed and organized, and how to plan and control a project. Utilization of software tools providing efficient and effective processes is emphasized. Students who take MGT410 should not take PJM310. Course is eligible for Prior Learning Assessment (PLA). (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
MGT451 - Business Policy Development and Implementation
Course Description
This course focuses on analysis of the roles and responsibilities of leaders in developing strategy, governance and operational policies within the corporate environment. Topic areas include how corporate strategy, mission, vision, and values influences policy development, innovation, and implementation. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

MGT455 - International Business
Course Description
The course emphasizes economic, legal, political, governmental, financial, and cultural issues related to international business environment and the multidisciplinary development of strategies to address it. This course is no longer available.
Credit Hours: 3

MGT470 - Conflict Management and Negotiation
Course Description
Identification and analysis of management strategies for dealing with both functional and dysfunctional conflict in the workplace. Included is a study of conflict management styles of avoidance, accommodation, collaboration, negotiation, mediation and domination. This course is a replacement course for COM425 – Communication Conflict and Persuasion as of the 19-20 Fall Trimester. Students cannot receive credit for both of these courses. This course is no longer available.
Credit Hours: 3

MGT475 - Strategic Innovation and Ideas
Course Description
This practical course introduces students to fundamental aspects of the strategic innovation process. It addresses the challenges of ideas development and evaluation for commercial feasibility, presenting a business case, design/ development and commercialization. It covers basic management practices and critical success factors required to excel in successful innovation, such as Corporate Governance and Social Responsibility, time-based management, corporate agility. This course would also assists in preparing students to sit for the New Product Development Professional certification offered by the Product Development & Management Association (PDMA). (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

MGT480 - Capstone: Applying Growth and Sustainability in the Global Marketplace
Course Description
This course is designed to demonstrate student skills and abilities to address business issues typical of multi-national and international organizations. Students will address a business issue typical of the international business environment and will develop a plan to address the issue in a sustainable, ethical,
cultural, and social responsible effort while determining the practical and financial impact to the organization. This course is designed to cultivate an understanding of the processes involved in addressing global economic issues in an increasingly fast-paced, rapidly changing, and highly uncertain business environment. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit. This course is no longer available.

**Credit Hours: 3**

**MGT481 - Capstone: Business Policy Development and Implementation**

**Course Description**
This course provides an analysis of the roles and responsibilities of leaders in developing governance and operational policies within the corporate world. Focus includes how policy development and implementation influence and determine the business's strategic direction. The course includes entering the “Capstone Business Simulation” experience, where participants face a complex and rapidly evolving scenario in which business acumen is tested and enhanced through modeling, analysis and strategic planning. The "Capstone Business Simulation" provides the rare opportunity to experience running a complete business, with the benefit of reports that show clear correlations between management decisions and outcomes. Faced with a full range of strategy-based decision-making options, participants have the opportunity to try new tactics, test unfamiliar strategic paradigms and take risks in a risk-free environment. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 3**

**MGT495 - Business Management Practicum**

**Course Description**
This course allows students to demonstrate program outcomes learned in the Bachelor of Science in Business Management program, under the supervision of both faculty and organizational personnel. Assignments combine theory and professional practice and include weekly journals; a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor; and a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: A minimum of 3 core courses. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 3**

**MGT500 - Organizational Behavior**

**Course Description**
The course emphasizes human behavior theories and organization development theories, including concepts and processes related to management of self, teams, and the organization. Topics include personality, emotions, ethics, learning, motivation, conflict, negotiation, leadership, and followership. These topics are supported through expectations of scholarly writing requirements including library resources and APA Guidelines.

**Credit Hours: 3**

**MGT510 - Strategy Planning**

**Course Description**
This course examines and applies the concepts and theories of strategic planning in present-day
organizations. Topics include strategy development and implementation based on internal and external analysis of the organization. The course includes the perspective of both the domestic and global economy. Special attention is given to innovation, technology, and entrepreneurial perspectives. Students cannot receive credit for MGT510 and MGT545. Prerequisite: ACT500 and FIN500

Credit Hours: 3

MGT535 - Managerial Communication in the Global Marketplace
Course Description
This course is designed for the practicing professional, and focuses on internal and external communications practices and strategies within and beyond organizational settings. Students consider communication styles, interpersonal communication skills, business and professional writing, presentation, and communication in various formats, including electronic communication. Students cannot receive credit for both MGT535 and ORG536.

Credit Hours: 3

MGT545 - Strategic Planning and Innovation
Course Description
This course is an exploration of the essentials of business strategy development, with a focus on innovation and inherent challenges associated with strategy creation and implementation. The course focuses on setting strategy, developing market opportunity analysis, and establishing organizational goals with consideration of internal and external resources, market opportunities, and return on investment. Topics include strategy, market opportunity analysis, market research, the use of new technologies, and tactics for achieving competitive advantage.

Credit Hours: 3

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

Credit Hours: 3

MGT571 - Strategic Product Innovation
Course Description
This practical and applied course introduces students to fundamental and advanced aspects of product development. The course addresses the challenges of idea development and evaluation for commercial feasibility, building a business case, and design/development of products and services, as well as the requirements and demands of commercialization.

Credit Hours: 3
MGT575 - Critical Evaluation of Research and Theory

Course Description
This course emphasizes the critical evaluation of research and theory in an applied management setting and focuses on the comprehension and evaluation of research related to managing organizations. Topics include the research process, including qualitative and quantitative approaches, and applied research design. The research project begun in this course is completed in MGT581. Emphasis is placed on identifying the research problem, purpose, research questions, audience, and theoretical framework of an applied research project. This course is no longer available.

Credit Hours: 3

MGT576 - Qualitative and Quantitative Analyses and Decision Making

Course Description
This course examines systematic critical thinking through related topics of qualitative analyses, quantitative analyses, and decision making. Students apply quantitative and qualitative research methods focused on strategic decision models with potential topics including ethics, innovation, change management, organization behavior, e-business and technology, collaboration, diversity, or operations management. Students may also select a specific topic based on their own area of interest related to the field of management.

Credit Hours: 3

MGT579 - Capstone: Management

Course Description
This course provides students with the opportunity to integrate and synthesize their learning from core management courses, such as MGT576. Students analyze selected case studies to demonstrate critical thinking abilities and skills needed to be effective decision makers using both quantitative and qualitative data. Students analyze quantitative and qualitative data, and make recommendations for sustainable success in today’s global workplace. Through the course activities, students demonstrate their knowledge and skills in how to lead organizations through complex changes in a global society. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

MGT581 - Management: Strategy and Execution

Course Description
This capstone course brings together the knowledge and skills needed to be successful in the global market place. The focus of the course is on defining and researching a practical business problem or entrepreneurial opportunity. The research project provides the opportunity to utilize strategy, research skills, analytical tools and models, as well as decision sciences culminating in a business project of strategic benefit to the student and/or a current organization. Prerequisite: All core and specialization courses. This course is no longer available.

Credit Hours: 3

MGT595 - Management Internship

Course Description
This course is designed for students as an opportunity to demonstrate program outcomes learned in the
Management Information Systems

MIS300 - Information Systems Design and Management
Course Description
Overview of issues, processes and technology utilized in the design and management of information systems. Analysis includes needs assessment, database management, software capacity, security features, and decision making applications. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

MIS350 - Information Systems Analysis and Design
Course Description
Through this course, students are provided with the ability to design and develop systems to solve problems, integrate disparate mechanisms, and improve system efficiencies using industry standards. Recommended Prior Course: MIS300. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

MIS370 - Web Analytics
Course Description
This course provides an overview of the tools and techniques for analyzing website data. The course will focus on interpreting website data to make decisions about performance. Topics included are clickstream analysis, measuring website success and performance, website strategy testing, keyword analysis, and social media and blog analysis. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

MIS407 - Database Concepts
Course Description
The course covers the basics of relational databases, including basic terminology and concepts, database integrity, and normalization. The relational model will be examined in detail in order to appreciate database
structure, integrity, and manipulation. Current relational database management systems will be explored and contrasted, as will basic relational database design and SQL programming. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours:** 3

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**MIS440 - Cloud Computing and Big Data**

**Course Description**
The promise of cloud computing technology to provide unlimited utility computing and storage capacity to organizations is investigated. The various types of current cloud computing services and big data solutions offered by the major service vendors are studied. The challenges of managing "big data" are reviewed, and the relationships of cloud computing, big data, and data mining are examined. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) This course is no longer available.

**Credit Hours:** 3

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**MIS445 - Statistics in Business Analytics**

**Course Description**
A study of data analysis, data production, and statistical inference. Areas of study include: surveys and designed experiments, randomization, causation, regression, and inference using hypothesis tests. This course also explores using statistical methods for the analysis of, data for an enterprise performance and quality, effectiveness, and marketability. Statistical software will be utilized to conduct a predictive analysis, analyze the results, and document the findings. The preparation of input data for analysis from a relational database using SQL is also performed. Course not eligible for Prior Learning Assessment (PLA) credit. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours:** 3

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**MIS450 - Data Mining**

**Course Description**
Through this course students are provided with an overview of techniques for data mining. Students will use statistical software as the primary tool for this course. This course will cover various data mining methodologies and different analyses techniques. Recommended Prior Course: MIS445

**Credit Hours:** 3

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**MIS470 - Data Science Foundation**

**Course Description**
This course provides an overview of the tools and techniques for analyzing data using statistics, R Programming, and SQL. Topics include data storage, linear regression, classification, linear models, tree-based learning, R programming, and SQL basic commands. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours:** 3

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**MIS480 - Capstone: Business Analytics and Information Systems**
Course Description
Through this course students are provided with the opportunity to demonstrate competency on the key domains of business analytics. Students will integrate knowledge gained throughout the program—including leadership and management principles, business policy and strategy, information systems analysis and design, database and data mining, big data, cloud computing, and statistics—to complete capstone assignments in this course. Prerequisite Course: All CORE courses.
Credit Hours: 3

MIS495 - Management Information Systems Practicum
Course Description
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. in Management Information Systems under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty practicum (coordinator, and on-site supervisor, as well as a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

MIS500 - Foundations of Data Analytics
Course Description
Through this course students are provided with an introduction to the methodologies, techniques, and tools most commonly used in data analytics. These foundational methods are from the fields of statistics, operations research, and information systems. Topics include techniques and tools for visualization, inference, forecasting, optimization, simulation, and data mining. The emphasis is on exposing the student to the techniques and software tools that are used in the industry and will be used in the rest of the program.
Credit Hours: 3

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

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

**MIS540 - Introduction to Business Intelligence**

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

Credit Hours: 3

**MIS541 - Data Warehousing in Enterprise Environments**

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

Credit Hours: 3

**MIS542 - Business Analytics**

Course Description
This course provides an overview of the tools and techniques for analyzing business data in order to develop comprehensive and functional solutions. Topics include forecasting, simulation, and data modeling for complex problem analysis in medium to large organizations.

Credit Hours: 3

**MIS543 - Enterprise Performance Management**

Course Description
This course provides an in-depth understanding of how business intelligence aligns with the realization of organizational strategy. Topics include key performance indicators, organizational goals, and the role of effective management in meeting enterprise objectives. Prior Recommended Course: MIS540.

Credit Hours: 3

**MIS581 - Capstone: Business Intelligence and Data Analytics**

Course Description
This capstone course provides students with the opportunity to demonstrate competency on the key domains of business intelligence and data analytics. Students will learn to integrate concepts learned throughout the entire program and develop a comprehensive project in a specific domain of analytics, such as web analytics, social media analytics, big data analytics, or healthcare analytics. Prerequisite: All CORE courses.

Credit Hours: 3

**MIS595 - Data Analytics Practicum**
Course Description
This course is designed for students as an opportunity to demonstrate program outcomes learned in the Masters of Science in Data Analytics under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a midterm conference with the instructor, faculty practicum (coordinator, and on-site supervisor), as well as a final report reviewing the practicum experience. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses.

Credit Hours: 3

Marketing

MKG310 - Introduction to Marketing
Course Description
This course provides a general introduction to marketing principles and policies. Topics such as marketing functions, price policies and controls, distribution channels, merchandising, and market research as well as competitive practices and government regulations, product development, and integration of marketing using digital technology are presented. Students also gain a basic understanding of the 4Ps (product, place, price, promotion). Students who completed MKG300 cannot earn credit for MKG310. In this course, the student will obtain a general introduction to marketing principles and policies. Course units include marketing functions; price policies and controls; distribution channels, merchandising, and market research; competitive practices and government regulations; product development; and integration of marketing with technology, a basic understanding of the 4Ps (product, place, price, promotion), and current issues. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

MKG330 - Consumer Behavior
Course Description
This course prepares students to analyze consumer purchasing behavior as it relates to the development of marketing mix programs. Important considerations include economic, psychological, cultural, cognitive, and social factors. Focus will include a review of the impact of digital marketing on consumer purchasing. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

MKG340 - Product and Brand Management
Course Description
This course provides an analysis of product and brand management as applied to goods and services. Students will be prepared to create value to targeted customers via ideation, planning/design, and implementation of successful product and brand development strategies. Brand elements will be analyzed...
for effectiveness. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

**MKG350 - Promotion and Public Relations**

**Course Description**
This course introduces the field of advertising, public relations and the use of digital marketing. Topics include media relations, media buying, determining appropriate media, promotions, public relations, and publicity development tools. Students also examine methods for improving customer satisfaction, relationship-building strategies, and ethics in advertising and public relations. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

**MKG360 - Strategic Business-to-Business Sales**

**Course Description**
This course addresses the complex and demanding responsibilities of business-to-business (B2B) sales. Topics include networking; negotiations; building relationships; understanding customer expectations and buyer behavior; personal branding and gatekeepers; ethics; and developing a technology-based sales plan. The basics of B2B sales from pre-prospecting through the purchase and follow-up steps are reviewed and compared to consumer selling. Additionally, the impact of digital marketing and technology on B2B sales will be analyzed. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

**MKG370 - Website and Content Marketing**

**Course Description**
This course examines content marketing through the use of internet tools such as websites, search engines, mobile platforms and video/image based marketing. It further examines how popular website development tools are used to create engaging and interactive websites. Additionally, the course reviews search engine marketing (SEM) leading to search engine optimization (SEO) and pay-per-click advertising (PPC).
Credit Hours: 3

**MKG380 - Social Media Marketing**

**Course Description**
This course provides the student with conceptual frameworks of how social media is strategically used in a marketing plan. It examines the use of popular social media platforms that include well-established platforms as well as emerging forms to include email marketing, mobile marketing, gaming, and location based mediums. Additionally, this course provides a basic understanding of how to measure the effectiveness of, and assess ethical issues associated with social media marketing.
Credit Hours: 3

**MKG400 - International and Multi-Cultural Marketing**

**Course Description**
This course provides a conceptual framework for marketing internationally using both traditional and digital marketing methods. Students explore development of international marketing programs, as well as the various macroenvironmental factors that affect decision-making in an international setting. Additionally, a multi-cultural view of marketing will look at differences across diverse consumer segments to influence future consumption. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

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**MKG410 - Retail Marketing/Management**

**Course Description**
This course provides a study of the principles and function of retailing and retail management. The course features analysis of various fundamental problems in retailing, location, and layout; merchandise planning; buying and selling organizations; expense analysis and control; and coordination of store activities. Additionally, this course provides a basic understanding of incorporating electronic marketing of goods/services such as strategies for using Internet to leverage marketing mix (product, price, place, & promotion) and current practices of online buying. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

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**MKG420 - Digital Marketing**

**Course Description**
This course provides the student with a theoretical and application-oriented understanding of the internet marketplace and its role in an overall marketing strategy. The course examines the vital daily functions a company performs with regards to digital marketing, to include email marketing, social media, mobile marketing, video marketing, and display advertising. Additionally, this course provides a basic understanding of how to measure the effectiveness of, and assess ethical issues associated with, digital marketing. Course not eligible for Prior Learning Assessment (PLA) credit. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

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**MKG425 - Marketing Strategy for Small Business**

**Course Description**
This course shall discuss the process for marketing small business products and services. The impact of digital marketing techniques on the small business’ effectiveness in marketing will be examined. Students shall analyze the different methods involved in building market share from the inception of a product or service through the consumer growth cycle as market share increases. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

**Credit Hours: 3**

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**MKG430 - Market Research Through Digital Metrics and Analytics**

**Course Description**
This course relates traditional market research concepts to the digital marketing platform through the use of SEM, SEO and PPC towards web optimization. The course reviews measurement and predictive analytics for marketers. Additionally, this course reviews Google analytics and Google Adwords in a marketing application.
MKG440 - Strategic Marketing
Course Description
This course provides students with advanced marketing theories and hands-on application of various new opinions in the marketing field. Students learn to formulate sales and marketing decisions while considering such factors as, consumer behavior/buying patterns, marketing variables, and global marketing issues from an integrated marketing communications perspective. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

MKG470 - Market Research
Course Description
This course provides students with the knowledge and skills necessary to understand market research and apply best practices to marketing decision-making from both a consumer and a creator perspective. Topics such as research methodology, the difference between domestic and international research, and the value of both quantitative and qualitative data are presented. Students will also learn how statistical evidence can be utilized for organizational objectives. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

MKG480 - Capstone: Marketing Strategy and Execution
Course Description
This capstone course allows students to put key marketing principles into practice. Students will demonstrate their ability to design effective, long-range marketing strategies that meet the demands of today's dynamic consumer environment. Students explore marketing trends, marketing management decision making, consumer attitudes, niche marketing, advertising strategies, distribution channels, and the use and misuse of various marketing media by developing a company analysis and a strategic short and long term plan. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

MKG495 - Marketing Practicum
Course Description
This course is designed for students as an opportunity to demonstrate program outcomes learned in the B.S. in Marketing under the supervision of both faculty and organizational personnel. Assignments are designed to combine theory and professional practice and include weekly journals, a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor, as well as a final report reviewing the practicum experience. This course may not be available in all States, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: 3 core courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

MKG500 - Marketing Management
Course Description
This course examines the strategic management, implementation and control of marketing programs within an organization. Analysis of the internal and external environment with respect to both the controllable and uncontrollable market variables. Students will apply the marketing mix to complex business decisions while maximizing reach to the target market.
Credit Hours: 3

MKG510 - Strategic Analysis of IMC and Digital Marketing
Course Description
This course provides the student with a managerial and theoretical understanding of the internet marketplace and its role in an overall marketing strategy. The course examines the vital daily functions a company performs with regards to digital marketing and how integrated marketing communications is utilized for improving customer retention, service, and relationships. Additionally, this course provides a basic understanding of the legal and ethical implications associated with digital marketing.
Credit Hours: 3

MKG520 - Management of Marketing Research and Data Analytics
Course Description
This course explores current market research methods through both traditional and digital methodologies. Management and analysis of vast amounts of available data through digital analytics will be emphasized. Examination of how using research and analytics can positively impact overall organizational effectiveness.
Credit Hours: 3

MKG580 - Capston: Strategic Product and Brand Management
Course Description
This course analyzes the strategic implementation of brand and product management campaigns. Understanding the internal and external environment as well as the targeted customer are important elements within the brand management process. Planning, control, implementation and measurement techniques will be discussed as an effective strategic brand management process is developed.
Credit Hours: 3

Mathematics

MTH109 - Mathematical Explorations
Course Description
This course emphasizes quantitative reasoning and problem solving presented through various mathematical concepts. Topics include set and graph theory, probability, voting techniques, consumer mathematics, and statistics. This course fulfills the Mathematics general education requirement. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.
MTH122 - College Algebra
Course Description
This course examines the concepts and techniques of college algebra and their uses in solving problems that arise in real world examples. This course contains a brief review of intermediate algebra, elementary functions including exponential and logarithmic, graphing of functions for mathematics, science, computer and business applications, equations and inequalities, and linear systems. The course will emphasize the development of problem solving skills applicable to the real world rather than on memorization of formulas. This course fulfills a general education Mathematics requirement. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

MTH156 - Introduction to Statistics
Course Description
This course provides an introduction to data analysis, data production, and statistical inference. Areas of study include surveys and designed experiments, randomization, causation, regression, and inference using hypothesis tests. This course fulfills a general education Mathematics requirement. This course is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

MTH166 - Pre-Calculus
Course Description
This online course covers pre-calculus topics with a personalized learning approach. The main topics of study include functions (polynomial, exponential, logarithmic, and trigonometric), analytic trigonometry, vectors, the complex plane, systems of equations, sequences and series, and analytic geometry. Assessments for this course will include discussions, mastery exercises, and critical thinking assignments. This course fulfills a general education Mathematics requirement. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

MTH201 - Calculus I
Course Description
This online course covers beginning calculus topics with a personalized learning approach. The topics include limits, differentiation, applications of differentiation, and integration. Assessments for this course will include discussions, mastery exercises, and critical thinking assignments. This course fulfills a general education Mathematics requirement. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

MTH350 - Discrete Mathematics
Course Description
This online course provides an introduction to discrete math with a personalized learning approach designed for an Information Technology specialization. The main areas of study include combinatorics, sequences, logic and proofs, and graph theory. Assessments for this course will include discussions,
mastery exercises, and critical thinking assignments with several IT-related applications. This course fulfills a general education mathematics requirement. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 3**

**MTH410 - Quantitative Business Analysis**  
**Course Description**  
This course provides students with skills to analyze data and apply concepts of statistical analysis and research in a business context. Students formulate conclusions from data using descriptive and inferential statistical methods and expand on knowledge of the underlying theory behind types of data, data sources, data organization, measures of central tendency and variation, probability, and probability distributions. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 3**

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

**Credit Hours: 3**

**MTH530 - Foundation and Applications of Analysis I**  
**Course Description**  
This graduate-level course provides an overview of analysis principles and implications. The topics covered by this extended course range from differential and integral calculus, to differential equations and analysis of complex variables. The course material covers the first half of the traditional graduate-level Calculus sequence, selected Linear algebra and differential equations concepts. This course will also offer best practices for Dual Credit course instruction and discussions of standard pedagogy. Previous undergraduate coursework (at least 12-credits of undergraduate Calculus) is assumed. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 3**

**MTH531 - Foundation and Applications of Analysis II**  
**Course Description**  
This course provides an overview of analysis principles and implications. The topics covered by this extended course range from differential and integration calculus, to differential equations and analysis of complex variables. The course material covers the second half of a traditional graduate-level Calculus sequence, selected Linear algebra and differential equations concepts. This course will also offer best practices for Dual Credit course instruction and discussions of standard pedagogy. Previous undergraduate coursework (at least 12-credits of undergraduate Calculus) is assumed. Recommended Prior Course: MTH530. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

MTH540 - Higher Geometry
Course Description
This graduate-level course covers the foundations of Euclidean and non-Euclidean geometries (geometry of Lobachevski/Hyperbolic geometry, Spherical geometry). The course also includes a historical study of parallel postulate and discussion of the study of Axiomatic systems. This course will also offer best practices for Dual Credit course instruction and discussions of standard pedagogy. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

MTH545 - Mathematical Modeling
Course Description
This graduate-level course will cover several techniques in mathematical modeling. The focus will be given to simulation using Excel. Special attention will be given to situations involving exponential growth, compound interest, combat models and disease spread. This course will offer best practices for Dual Credit course instruction and discussions of pedagogy. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

MTH556 - Advanced Probability and Statistics
Course Description
This graduate-level course will introduce students to a wide range of probability and statistical concepts, with a foundation in calculus. The topics range across probability plots, probability density functions, and point estimates. Students will gain understanding and skills that go well beyond basic undergraduate statistics courses. Previous undergraduate coursework (at least 4-8 credits of undergraduate statistics and at least 12 credits of undergraduate calculus) is assumed. This course will offer best practices for dual credit course instruction and discussion of standard pedagogy.
Credit Hours: 3

Online Teaching and Learning

OTL501 - Educator Effectiveness
Course Description
This course examines the goals and objectives of being an effective educator. Topics include integrating academic standards into content areas, creating personalized learning and content relevance for students, and fostering safe and nurturing learning environments. Methods for integrating technology and advocating for partnerships from support students and families to maximize student learning are also discussed.
Credit Hours: 3
OTL502 - Learning Theories and Models of Instruction
Course Description
This course provides students with an introduction to learning theories. A variety of theoretical constructs are studied to address diverse learning styles and conceptual frameworks for engaging learners. Students will explore theoretical perspectives on learning, cognition, and cognitive development. By examining a range of principles, perspectives and tools, students will gain an understanding of learning and teaching in a variety of contexts. Students will use problem solving, application, and evaluation skills to analyze the theories and practices of educational organizations.
Credit Hours: 3

OTL504 - Social, Ethical, and Legal Issues in 21st Century Learning
Course Description
This course provides educators with an overview of the legal, ethical, and social issues that are unique in the 21st century learning environment. Topics such as learner privacy online, the appropriate uses of newer technologies, copyright, and intellectual property on the Internet will be presented. Students will also examine privacy law and contemporary legal issues of the 21st century classrooms.
Credit Hours: 3

OTL505 - Educational Systems and Change
Course Description
Examines the change process in education, focusing on teacher’s role as leader and facilitator.
Credit Hours: 3

OTL510 - Teacher Leadership
Course Description
Highlights skills needed in developing teachers as leaders of change in education systems and institutions.
Credit Hours: 3

OTL515 - Teacher as an Instructional Change Agent
Course Description
Introduces strategies for professional growth including interpretation of research and professional collaboration to lead and advocate for effective change.
Credit Hours: 3

OTL516 - Effective Mathematics Instruction
Course Description
This course provides students with techniques for effective instruction in the mathematics discipline. Students demonstrate their ability to articulate to students as a math educator. Topics of instruction include problem solving, reasoning and proof, communication, representation, connections, strategic competence, conceptual understanding, procedural fluency, and productive disposition.
Credit Hours: 3
OTL518 - Effective Science Instruction  
Course Description  
This course provides students with techniques for effective instruction in the science discipline. Students demonstrate their ability to engage students in scientific investigation including building models and theories about the natural world, crosscutting concepts across all domains of science, and designing instruction and assessments for understanding or investigating complex ideas and solving problems.  
Credit Hours: 3  

OTL520 - The Adult and Nontraditional Learner  
Course Description  
Introduction to adult and nontraditional learners in today’s global workforce; current theory, research, and practice related to individual learning modalities, cultural and global mindsets, personal learning networks and practice relating to talent development.  
Credit Hours: 3  

OTL530 - Models of E-Learning and Instructional Design  
Course Description  
This course introduces students to a variety of online educational learning methods and instructional models. In conjunction with the models, students will learn about the methodology of K-12 e-learning and how to construct the total educational package, from objective to outcome, resulting in the design of a research-based instructional model. This course is a replacement course for OTL531k as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.  
Credit Hours: 3  

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

OTL532 - Principles of 21st Century Learning and Design  
Course Description  
In this course, students will investigate the learning styles and expectations of today’s K-12 students and learn how to construct online learning opportunities for K-12 students using effective design principles. Students will finish this course with a firm understanding of what effective e-learning looks like in various K-12 online environments and how to design a course around it. This course is a replacement course for OTL532k as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.  
Credit Hours: 3  

OTL534 - ID Authoring Technologies and Internet Apps for Education  
Course Description  
This course focuses on finding and using the most engaging technologies that support and enhance
learning. Students will learn how to use and incorporate tools and applications into instruction and design to enhance the learning and feedback experience. This course is a replacement course for OTL534k as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.

**Credit Hours: 3**

**OTL538 - 21st Century Teaching and Learning**

**Course Description**
This course introduces new ways to develop and deliver engaging curriculum, relevant for today’s student and teacher. Teaching the commonalities among learning management systems (LMS), learners work with a wide variety of Web tools that can be used to supplement and create content for their courses. Finally, students address the ever-important topic of copyright law, fair use, and creative commons to teach students in virtual classrooms how to use content responsibly and legally. This is an interactive course where students create and compile a working portfolio of tools, tips, and tricks to use right away in the online courses they are teaching. This course is a replacement course for OTL538k as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.

**Credit Hours: 3**

**OTL539 - Theory and Practice in Backward Design**

**Course Description**
Introduction to instructional system design theories and models used in Pre-K-12 learning environments and nontraditional settings with a focus on backward design. This course is a replacement course for OTL540k as of the 2017-2018 Fall term. Students cannot receive credit for both these courses.

**Credit Hours: 3**

**OTL540 - Instructional Theory and Design Principles**

**Course Description**
Introduction to instructional system design theories and models used in multiple distance learning settings. Analyze, design and implement learning experiences for different work settings. Students who take OTL540 will not be able to apply this credit towards any program requiring OTL540K.

**Credit Hours: 3**

**OTL541 - Assessment and Evaluation in Learning and Performance**

**Course Description**
Examination of methods and techniques for evaluation and assessment of workplace learning. Analysis of contemporary issues in today’s learning environments. Students who take OTL541 will not be able to apply this credit towards any program requiring OTL541K.

**Credit Hours: 3**

**OTL542 - Learning Technologies**

**Course Description**
Survey of methods and critical reflection of various current and emerging technologies for distance and digital learning, with emphasis on selecting appropriate technologies for effective instruction.

**Credit Hours: 3**
OTL544 - Leading the Learning Strategy
Course Description
This course addresses the critical leadership competencies for those who play a role in the design, execution, and evaluation of a learning function. Students will analyze the key aspects that influence today's learners including business drivers, a diverse global workforce, and technology.
Credit Hours: 3

OTL545 - Technology and Innovation
Course Description
This course presents how present and emerging technologies are transforming society and schools and the implications these changes have for teaching and learning. Strategies for building students’ critical thinking habits, innovation, and creativity with respect to new technologies and media will be developed in the context of 21st century literacies (information, visual, etc.). Students will explore the practical context for the use of technology and will develop skills that identify and address the challenge of using technology creatively in teaching and learning situations today.
Credit Hours: 3

OTL546 - Building Online Learning Communities
Course Description
This course covers ways for teachers to foster positive interactions with students, communicate effectively with student families, and develop their own professional learning network with other online educators. It also provides strategies for motivating online students which can be challenging when you never meet the student face-to-face. Students in Building Online Learning Communities will learn how to effectively use both synchronous tools (like Skype, live classroom tools, and real-time Web-conferencing tools) and asynchronous tools (like discussion boards and email) to communicate, tutor, and enhance their daily lessons. This course is a replacement course for OTL545k as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.
Credit Hours: 3

OTL547 - Evaluation and Assessment
Course Description
Examination of methods and techniques for evaluation and assessment of learning in Pre-K-12 settings with a focus on instructional improvement and student achievement. Students who take OTL541K will not be able to apply this credit towards any program requiring OTL547. Students in the Masters of Science in Teaching and Learning program prior to the 2017-2018 Fall trimester take OTL541k.
Credit Hours: 3

OTL548 - Education Technology Integration and Training
Course Description
Students in this course will learn how to effectively train other educators to teach courses that are already designed and design their own courses in order to improve student engagement, and effectively assess student learning. This course is a replacement course for OTL548k as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.
Credit Hours: 3
OTL560 - Facilitating Learning and Transfer
Course Description
An evaluation of contemporary learning theories, with emphasis on major issues, research findings, and application of learning principles to online teaching and learning. Students will examine online instructional strategies and practice facilitation techniques that promote learning transfer. The course also provides students with essential knowledge and skills in preparation for the capstone course.
Credit Hours: 3

OTL562 - Assessment, Differentiation and Design
Course Description
Students investigate ways to personalize their lessons and delivery by learning how to differentiate among a very diverse student population and use the LMS to make differentiation easy and personal. Students in this course also study a variety of assessment tools and pedagogies of assessment, including formative and summative assessments and project-based learning, and how you conduct these kinds of assessments in the online classroom. Students will also gain basic knowledge in instructional design, learning how to effectively use graphics, white space, color, size, and layout to enhance the look and delivery of their online material. This course is a replacement course for OTL562k as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.
Credit Hours: 3

OTL565 - Cultural Responsiveness in the Differentiated Classroom
Course Description
An examination of the theories and concepts that define cultural responsiveness with an emphasis on the theory and methods for creating multiple pathways of learning to accommodate students with varying backgrounds of knowledge, readiness, language, interest, and learning styles.
Credit Hours: 3

OTL568 - Action Research
Course Description
Advanced examination of an educator led research approach with an emphasis on instructional improvement and student learning. Recommended Prior Course: None unless enrolled in the Education Leadership Principal Licensure in which EDL 560 is a required prerequisite.
Credit Hours: 3

OTL578 - Seminar K-12 Online Teaching
Course Description
This seminar provides students with opportunities for collaboration on issues of curriculum, student engagement, assessment, communication, and community building. This course is a replacement course for OTL579K as of the 2013-2014 Spring-A term. Students cannot receive credit for both these courses. Recommended Prior Course: OTL538K, OTL545K, and OTL562K. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3
OTL579 - Capstone: Research-Based Professional Project
Course Description
This research-based course is an opportunity for students to integrate and synthesize their learning across the program curriculum and demonstrate the skills needed to be an effective educator in today’s global community. The culminating professional project will be framed around nationally recognized educator effectiveness knowledge, skills, and standards that can be of strategic benefit to a professional or educational organization. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

OTL581 - Capstone: Researching Effective Educational Programming
Course Description
This capstone course brings together the knowledge and skills needed to define and research an educational problem or professional practice. Students utilize data, strategy, research skills, analytical tools, theoretical models, and decision sciences in this research project that can be of strategic benefit to a professional or educational organization.
Credit Hours: 3

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

OTL591 - Student Teaching II
Course Description
This course serves as an applications-based opportunity for students to engage in school settings. Educators become acquainted with the knowledge, skills, and dispositions necessary for the application of complex components of quality teaching. Students will be provided with resources and feedback to support them in applying for a teaching license and teaching jobs. This course is a replacement course for OTL595 as of the 2017-2018 Fall trimester. Students cannot receive credit for both of these courses.
Credit Hours: 3

OTL595 - Student Teaching
Course Description
This course serves as an applications-based opportunity for students to engage in school settings. Educators become acquainted with the knowledge, skills, and dispositions necessary for the application of complex components of quality teaching. Prerequisite: All core and specialization courses. Students who take OTL590 or OTL591 will not be able to apply this towards any program requiring OTL595. Course not eligible for Prior Learning Assessment (PLA) credit. This course is no longer available.
Credit Hours: 6
OTL599 - Capstone Project
Course Description
This course provides students the opportunity to demonstrate the culmination of their learning in their program through the design of a capstone project or portfolio of customized professional work. This course is no longer available. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit. This course is no longer available.

Credit Hours: 3

Operations Management

OPS400 - Operations Management
Course Description
This course provides students with an understanding of process and product development, quality improvement, and the tools utilized in the production of goods and services. Students learn concepts regarding operations, quality, and process management, and evaluate how these concepts can be used to gain a competitive advantage in the industry. Students also learn how mathematical models are used to assist in making decisions in regard to operations, inventory, quality, and materials requirements. This course is not eligible for Prior Learning Assessment.

Credit Hours: 3

OPS402 - Financial Performance in Operations Management
Course Description
This course prepares learners to understand the role of financial performance in the management of an organization's processes and services, as well as its influence on an enterprise's financial viability. The course focuses on the integration of operations management and financial management. Students learn the reasons asset management is an essential organizational process and the benefits of organizations supporting international standards. Course is eligible for Prior Learning Assessment (PLA). (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

Credit Hours: 3

OPS404 - Leadership in Operations Management
Course Description
This course focuses on the leadership and supervisory roles and responsibilities of a manager in the context of operations management. The course includes the following topics: leadership, human capital, labor relationships, work environment, diversification, and workplace culture. The definition and importance of each topic will be discussed within the context of students' own workplace as well as across different organizations and industries. Course is eligible for Prior Learning Assessment (PLA).

Credit Hours: 3
OPS405 - Managing the Supply Chain

Course Description
This course provides the student with an examination of the concept and design of supply chains for manufacturing and service organizations. Specific emphasis is placed on the management of those supply chains, including management of purchasing, contracting, costing, working with vendors, and working with customers. Students analyze the innovative capabilities of effectively managed supply chains and the overall effect those supply chains can have on the bottom line for an organization. Course is eligible for Prior Learning Assessment (PLA). (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)

Credit Hours: 3

OPS510 - Operations Management

Course Description
This course helps students develop an understanding of the various functions and responsibilities of the operations department in regards to today's competitive environment and market demands. The course examines quality management, the design and production of goods and services, effective supply chains and virtual chains, product life cycles, and the design and management of processes to develop and improve production and resource planning. Students analyze tools that make manufacturing, planning, and logistics of different supply chain strategies, including forecasting, system design, quality, supply chain management, and inventory management. Course is eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

Organizational Leadership

ORG100 - Navigating Organizations and Change

Course Description
The course introduces effective organizations. Students will define organizations and leadership as well as examine current and proven approaches to leading organizations and change in today's globally-minded organizations. Students will also integrate critical thinking and college-level knowledge of reading, writing, and research into appropriate writing and oral communication. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

ORG300 - Applying Leadership Principles

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

Credit Hours: 3

**ORG303 - Applied Organizational Psychology**

Course Description
This course consists of a study of industrial/organizational psychology and its application in solving organizational problems and challenges. The course includes a balance between research, theory and application. Topics include developing psychologically healthy and productive workplaces, addressing contemporary organizational challenges, and best practices related to employee management and development. Upon completing this course students should be able to understand and explain industrial/organizational psychology applications in helping organizations fulfill their missions and objectives.

Credit Hours: 3

**ORG304 - Leading Authentically**

Course Description
This course provides and understanding of characteristics of effective leadership models utilized within organizations for effective business application. Students examine internal and external influences that impact the practices of authentic leaders and followers, individuals, and organizations. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) This course is no longer offered.

Credit Hours: 1

**ORG305 - Entrepreneurship in the Global Age**

Course Description
A study of the role of the entrepreneur in starting and growing businesses and developing new products and services in today's economy. Analysis of the conditions in which entrepreneurs utilize their creativity and innovation to meet consumer demands in diverse markets. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

**ORG306 - Human Resource Development: Professional and Career Management**

Course Description
The study of career management based on principles of problem-solving, decision making, assessment, and individual development in the context of a rapidly changing global work environment. Emphasis on organizational and individual situations provides a base of knowledge to effectively manage careers throughout life. Activities designed to advance career development and planning skills provide experiential learning opportunities for students. Course not eligible for Prior Learning Assessment (PLA) credit. This course is no longer offered.

Credit Hours: 2
ORG307 - Communicating and Relationships in Negotiating  
**Course Description**  
This course examines the basic structure of negotiation including its effect on communication in relationships. Students also explore the types of conflict and strategies for managing it through effective negotiation. This course is no longer offered.  
**Credit Hours:** 1

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

ORG405 - Principles and Practices of Effective Leadership  
**Course Description**  
Students explore the various aspects of leadership. Students learn concepts such as leadership styles, effective leadership, diversity, and frameworks for motivating and influencing groups and individuals within organizations. Additionally, students will practice problem solving and crisis decision making through simulation. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Prerequisite: ORG300.  
**Credit Hours:** 3

ORG420 - Leading Organizational Change  
**Course Description**  
Students analyze the role of leadership when planning and implementing change within contemporary organizations. There is an emphasis on how leaders strategize, direct, and assess organizational need for change and develop accomplished through shared vision and decision-making.  
**Credit Hours:** 3

ORG423 - Communication Strategies for Leaders  
**Course Description**  
Students gain a practical review of leadership communication strategies for transmitting, receiving, and understanding information in the workplace. Emphasis is on equipping leaders with the knowledge of how to overcome communication barriers by utilizing appropriate strategies and methods, including effective ways to provide feedback. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.  
**Credit Hours:** 3

ORG429 - Ethics and Law in Organizations  
**Course Description**  
Students in this course examine legalities and ethics in the workplace and the role organizational leaders
adopt in ethical behavior. Students will learn the basic frameworks of ethical transactions and legalities in organizational leadership. Students will establish a proficiency in critical thinking skills to identify and answer ethical and legal issues normally encountered in organizations.

Credit Hours: 3

**ORG430 - Vision and Transformation: Leading Forward**

**Course Description**

In this course, students will examine how leaders use information and intuition to transform and drive organizations towards the future. Knowing how to develop a vision, make incremental advances, support innovation in the organizational culture, and influence across organizational hierarchies are crucial to leading forward. Learning practical skills to cultivate innovators in the organization is an expectation of learning in this course.

Credit Hours: 3

**ORG470 - Leading Through Conflict Resolution**

**Course Description**

Students identify and analyze leadership strategies for dealing with both functional and dysfunctional conflict in organizations. Included is a study of conflict resolution approaches, including avoidance, accommodation, collaboration, competing, and compromising. Through theory and application, students will learn to use conflict resolution skills, immediately, in a practical way. Course not eligible for Prior Learning Assessment (PLA) credit. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)

Credit Hours: 3

**ORG480 - Capstone: Organizational Leadership**

**Course Description**

This capstone course provides students the opportunity to understand, observe, and facilitate organizational efforts toward problem solving and social change within an organization. Students will demonstrate what they have learned throughout their organizational leadership program and apply it in real world situations, developing a plan to deal with a significant organizational problem. The student will create one major plan to address the problem in detail. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

**ORG495 - Organizational Leadership Practicum**

**Course Description**

The practicum provides students with practical experience in organizations specific to their fields. Each student will work under the direct supervision of a senior-level professional at an approved organization or company. The purpose of the practicum is for students to apply and integrate what they have learned during the core courses of their programs. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3
ORG502 - Effective Organizations: Theory and Practice
Course Description
In this course, students gain an understanding of leading operational and strategic issues in public and private organizations facing accelerated social, economic, and technological changes. Students will examine organizational theory, strategic thinking, and theories guiding decisionmaking, leadership, organizational culture, and change management.
Credit Hours: 3

ORG502-6 - Effective Organizations: Theory and Practice
Course Description
In this course, emerging leaders gain an understanding of leading operational and strategic issues in public and private organizations facing accelerated social, economic, and technological changes. Leaders examine organizational theory, strategic thinking, decision-making, leadership, organizational culture, and change leadership.
Credit Hours: 3

ORG515 - Dynamics of Power in Organizations
Course Description
In this course, students will identify influences of power in the organization. Students examine the role of leadership and human behavior related to power issues encountered in organizations and consider the positive and negative outcomes of the influence of power from the perspectives of leader, manager, and team member.
Credit Hours: 3

ORG515-6 - Dynamics of Power in Organizations
Course Description
In this course, evolving leaders will identify sources of power and influence in organizations. Leaders examine the role of leadership in building relationships related to power issues encountered in organizations and consider the positive and negative outcomes of the influence of power from the perspectives of leaders and team members. Prerequisite: ORG536-6.
Credit Hours: 3

ORG521 - Managing Dynamic Environments
Course Description
In this course, students will examine the factors and theories of effective change leadership. Students learn strategies, structures, and techniques for facilitating organizational change for competitive success in today's dynamic business environment. This course is no longer available.
Credit Hours: 3

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

Credit Hours: 3

**ORG525-6 - Decision Theory in a Global Marketplace**

Course Description
In this course, cohort members will analyze the roles of leaders in decision making. In the context of organizational theories of behavior and leadership, leaders consider how decision and choice theory are applied in global organizational settings. Cohort directors also learn to apply practical problem solving and conflict leadership skills through decision-making tools and leadership approaches. Prerequisite: ORG530-6.

Credit Hours: 3

**ORG530 - Business Ethics and Corporate Social Responsibility**

Course Description
In this course, students explore the ethical considerations that guide and inform business decisions and strategies. Students learn the concept of Corporate Social Responsibility (CSR) to understand and apply ethics from social, economic, and environmental perspectives.

Credit Hours: 3

**ORG530-6 - Business Ethics and Corporate Social Responsibility**

Course Description
In this course, evolving leaders explore the ethical considerations that guide and inform business decisions and strategies. Cohort members examine the concept of Corporate Social Responsibility (CSR) to understand and apply ethics from social, economic, and environmental perspectives. Prerequisite: ORG515-6.

Credit Hours: 3

**ORG536 - Contemporary Business Writing and Communication**

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

Credit Hours: 3

**ORG536-6 - Contemporary Business Writing and Communication**

Course Description
This course is designed for the emerging leader and focuses on internal and external communications practices and strategies within organizational settings. Audience is considered and includes employees, executives, first-line supervisors, community, customers, and board members. Leaders consider communication styles, interpersonal skills, business and professional writing, reports, and presentations based on substantive and credible data, and various modes of communication, including virtual communication.
communication. Prerequisite: ORG502-6.

**Credit Hours: 3**

**ORG550 - Decision Making and Leadership**

**Course Description**

In this course, students will learn about how executive-level leadership differs from mid-level leadership in organizations. The course will incorporate executive-level leadership competencies as well as executive-level leadership decisions that involve strategizing, involving stakeholders, setting the culture, entrepreneurship, leading change, thinking globally, and acquiring resources to achieve the organization’s strategic plan. Students will analyze executive-level decision-making through a theoretical and practical lens. Recommended Prior Course: ORG502. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 3**

**ORG550-6 - Decision Making and Leadership**

**Course Description**

In this course students will learn about how executive level leadership differs from mid-level leadership in organizations. The course will incorporate executive level leadership competencies as well as executive level leadership decisions that involve strategizing, involving stakeholders, setting the culture, entrepreneurship, leading change, thinking globally, and acquiring resources to achieve the organization’s strategic plan. Students will analyze executive level decision making through a theoretical and practical lens. Prerequisite: ORG561-6.

**Credit Hours: 3**

**ORG555 - Leading Diverse Teams**

**Course Description**

In this course, students gain a comprehensive understanding of diversity as it applies to strategic planning, cultural change, and team dynamics. Students learn to identify the realities of developing and implementing diversity initiatives for the organization and the workforce, as well as explore emerging issues in organizational leadership.

**Credit Hours: 3**

**ORG555-6 - Leading Diverse Teams**

**Course Description**

In this course, students gain a comprehensive understanding of diversity as it applies to strategic planning, cultural change, and team dynamics. Students learn to identify the realities of developing and implementing diversity initiatives for the organization and the workforce, as well as explore emerging issues in organizational leadership. Prerequisite: ORG525-6

**Credit Hours: 3**

**ORG561 - Examination of Modern Leadership**

**Course Description**

In this course, students learn the skills and insights to be effective leaders and contributors in the creation and evolution of successful organizations. Students examine relevant readings, case studies, and research
to analyze today’s successful companies. Additionally, students determine key factors involved in sustaining organizations.

**Credit Hours: 3**

**ORG561-6 - Examination of Modern Leadership**

**Course Description**
In this course, evolving leaders learn the skills and insights to be effective leaders and contributors in the creation and evolution of successful organizations. Evolving leaders examine relevant readings, case studies, and research to analyze today’s successful companies and how leaders determine key factors involved in sustaining organizations. Prerequisite: ORG555-6.

**Credit Hours: 3**

**ORG575 - Critical Evaluation of Research and Theory**

**Course Description**
In this course, students learn to evaluate research and theory through the lens of organizational leadership. Students gain a comprehensive knowledge of research related to an organizational or industry problem or opportunity of their choosing. Topics include the research process, theoretical frameworks, qualitative and quantitative approaches, and applied research design within an organizational context. Prerequisite: All Core and Specialization courses except for Capstone.

**Credit Hours: 3**

**ORG576 - Qualitative and Quantitative Research Methods**

**Course Description**
In this course, students learn to evaluate research and theory in an applied business setting. Students gain a comprehensive knowledge of research related to the leading and managing of business organizations from both a consumer and a creator perspective. Topics include the research process, theoretical frameworks, qualitative and quantitative approaches, and applied research design within an organizational context. As of Fall B 2019, this course is no longer available for new registration.

**Credit Hours: 3**

**ORG579 - Capstone: Organizational Leadership**

**Course Description**
In this course, students will integrate and synthesize their learning from the core courses in the organizational leadership program. Students will reflect on the skills needed to be an effective organizational leader in today’s global workplace. Through the course activities, students will also demonstrate their knowledge and skills in how to lead organizations through complex changes in a global society. Prerequisite: All Core and Specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 3**

**ORG579-6 - The Executive Leadership Plan**

**Course Description**
In this course, evolving leaders will integrate and synthesize their learning from the core courses in the executive express path and build from that learning to apply it at the executive leadership level. Evolving
leaders will demonstrate skills needed to be an effective executive-level leader in today's global workplace through the course activities that cover topics chosen to develop four main competencies needed in executive leadership of an organization: leadership, organizational knowledge, relationship-building, and self-awareness. Prerequisite: ORG550-6.

Credit Hours: 3

**ORG595 - Organizational Leadership Practicum / Internship**

**Course Description**
In this course, students participate on the staff of an organizational leadership or related professional team under the co-supervision of faculty and agency personnel. Weekly journals and a mid-term report are required and combine theory and observation of professional practice. Other course requirements include a mid-term conference with the faculty internship coordinator and evaluation of the on-site supervisor. On-site hours are determined by credit hours. Prerequisite: Students must successfully complete three courses (nine credits) prior to taking the Internship. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

**ORG595-6 - Organizational Leadership Practicum / Internship**

**Course Description**
The course provides evolving leaders with an opportunity to become more active in their communities and nonprofit organizations, building networks with leaders of organizations throughout the communities. Each cohort member is required to engage with leaders of the community and/or nonprofit organizations within the community for a total of 80 hours during the EEP to learn more about how they stimulate and carry out social change. The purpose of the course is for cohort members to learn how to become leaders of social change through community involvement and to network with other socially responsible leaders within the community. Prerequisite: ORG550-6.

Credit Hours: 3

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**Physics**

**PHY101 - Introduction to Physics with Lab**

**Course Description**
This is an introductory course in classical Newtonian physics. Areas treated include the scientific method, measuring the fundamental characteristics of length and mass, scalars and vectors, acceleration and gravity, Newton’s laws of motion, Kepler’s laws of planetary motion, potential and kinetic energy, momentum, fluids, temperature, heat, electricity and magnetism, and optics. This course fulfills a general education Natural and Physical Science requirement. This is an approved Colorado gtPathways course. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 4
Political Science

POL101 - Introduction to Political Science
Course Description
This survey course explores the nature of politics, political environments and culture, the organization of political activities, and various political systems. Special emphasis is placed upon three levels of politics: the individual, the state, and international community. The political systems and activities of many nations, past and present, will be explored. This course fulfills a general education Social and Behavioral Science requirement. This is an approved Colorado gtPathways course. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

Professional Sales

PSL300 - The Professional Sales Process
Course Description
This course is an introduction to the sales process. This includes prospecting, pre-call planning, writing sales proposals, handling objections, closing the sale, team selling, and customer follow-up post sale. Students will also learn the importance of understanding how to navigate through the political and economic dynamics of the customer. As of Fall A 2015, this course is no longer available for new registration.
Credit Hours: 3

PSL301 - Aligning Strategy and Sales
Course Description
This course examines the relationship between business strategy and sales activities. The course prepares learners to understand how to manage a customer-focused sales strategy for an enterprise’s current and future economic viability as well as its role in overall customer relationship management. Using an outside-in approach, the course covers the various methods through which organizations become customer-focused in ways that build long-term value for customers and long-term customer loyalty for organizations. The course utilizes real-world examples across different industries to illustrate the customer-focused sales strategy. As of Fall A 2015, this course is no longer available for new registration.
Credit Hours: 3
PSL400 - Principles of Sales Force Leadership
Course Description
This course provides students with the experience needed for the strategic and tactical aspects of sales force management. It is appropriate for students who are interested in sales management or who will work for companies whose revenues and profits depend on a productive sales force. As of Fall A 2015, this course is no longer available for new registration.
Credit Hours: 3

PSL450 - Advanced Negotiations
Course Description
This course provides students with an insight in the advanced negotiations process. Students will learn the process of identifying leads, qualifying leads, obtaining permission from the buying party to determine if a need exists, and closing the sale. This course will also explore ways to relate to the customer and explore their needs by using a consultative approach. As of Fall A 2015, this course is no longer available for new registration.
Credit Hours: 3

PSL460 - Emotional Intelligence and Sales
Course Description
In this course students will examine the underlying relationship between being personally motivated to succeed and its impact on sales performance. The course will explore the factors that lead someone to be motivated within, to make the independent decision to achieve sales excellence. As of Fall A 2015, this course is no longer available for new registration.
Credit Hours: 3

Project Management

PJM310 - Introduction to Project Management
Course Description
This course provides the student with a high-level overview of project management. Student will cover project management techniques such as project selection, management, organization, planning, conflict, negotiation, budgeting, scheduling, control of the project, and termination of the project. Students cannot receive credit for both PJM310 and MGT410. Course is eligible for Prior Learning Assessment (PLA). (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an "S" suffix.)
Credit Hours: 3

PJM330 - Effective Project Scheduling and Control
Course Description
This course explores project scheduling, monitoring, and controlling techniques used by successful project managers. Students assume the role of project manager in a 7-week, web-based simulation and apply the concepts conveyed in the course to a complex project. Through this experience, the course intends to develop the students’ competency in the following areas: project planning, scope definition and control, cost estimation, cost control, scheduling, controlling, trade-off decision-making, learning-curve theory, quality management, and communication management. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

PJM350 - Construction Project Management

Course Description
This course intends to teach key aspects of construction project management, including the theory, methods, and quantitative tools used to effectively plan, organize, and control construction projects; efficient management methods revealed through practice and research; and practical project management knowledge from on-site situations. To achieve this objective, the course provides a basic project management framework in which the project lifecycle is broken into preconstruction and planning, execution, monitoring, controlling, and closing, based on lessons learned from previous projects. Within this framework, students will learn the methodologies and tools necessary for each aspect of the process, as well as the theories upon which these are built. By the end of the term, students will be able to adapt and apply the framework to effectively manage a construction project in an architecture/Engineering/Construction (A/E/C) firm. Course is eligible for Prior Learning Assessment (PLA). (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Prerequisite: CMG300.

Credit Hours: 3

PJM380 - Project Management Tools

Course Description
This course will introduce students to the use of project management tools and software to plan, design, and facilitate effective initiating, planning, executing, monitoring, controlling, and closing projects. While students could use a variety of software packages or combination of software, they need to assess a variety of custom tools. Case studies are used throughout this course because the goal is to give students as much of a real-world feel as is possible. In addition to learning best practices in project management, students will have the option to use either Microsoft Project or a combination of other MS Office tools to complete numerous assignments, culminating in the final portfolio project. Upon completion of this course, students should be able to plan and manage a project using appropriate software applications. This course is not eligible for Prior Learning Assessment.

Credit Hours: 3

PJM400 - Project Procurement and Contract Management

Course Description
This course examines the procurement-management knowledge aspect of project management. A critical component is obtaining the appropriate resources from external and internal vendors, which is the responsibility of the project manager. Students will learn the process of acquiring external resources through vendors and the legal requirements associated with contracts. Students will have an opportunity to study best practices regarding contract management and purchasing within a project management environment. Course is eligible for Prior Learning Assessment (PLA).
PJM410 - Assessing and Managing Risk
Course Description
This course equips future project managers with the skills necessary to identify, analyze, assess, categorize, control, and mitigate project risk. Students learn how risk is being managed across industries, the factors that produce risk, and are presented with the tools necessary to reduce risk as much as possible. Course eligible for Prior Learning Assessment (PLA) credit. (This course is also offered through Self Study Assessment. Credits earned using this option will appear on transcripts with an “S” suffix. Contact your advisor with any questions.)
Credit Hours: 3

PJM440 - Project Quality Management
Course Description
This course introduces the concepts and benefits of having a systematic approach to business process, and project quality management that involves all employees in continuous improvement for the purpose of improving quality and reducing waste. Students will study Six Sigma, re-engineering, TQM strategy, TQM data capture, Theory of Constraints, and effective communication techniques used to integrate the quality principles into the culture and activities of the organization. Course is eligible for Prior Learning Assessment (PLA). (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

PJM460 - Project Leadership
Course Description
This course explores the intersection of the leadership and project management bodies of knowledge, with a focus on how project managers can leverage an understanding of leadership to enhance project success. Students study facilitation, negotiation, teamwork, communication, presentation, interpersonal, and conflict management skills, with specific attention to project management applicability. Course is eligible for Prior Learning Assessment (PLA). Prerequisite: PJM330
Credit Hours: 3

PJM480 - Capstone: Project Management
Course Description
In this capstone course, students demonstrate what they learned throughout the project management program by applying leadership, critical thinking, problem solving, and creativity skills to real-world situations. Students also make use of the CSU-Global Career Center and develop a resume and career plan. Prerequisite: Successful completion of all core coursework. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

PJM495 - Project Management Practicum
Course Description
This course is designed for students who participate in a project management capacity on the staff of an
organization that manages and implements project work as an opportunity to demonstrate program outcomes learned in the B.S. in Project Management under the supervision of both faculty and organization personnel. Assignments include weekly journals; a mid-term conference with the instructor, faculty practicum coordinator, and on-site supervisor; and a final report. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite: 3 core courses. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours:** 3

**PJM500 - Project Management**

**Course Description**
This course introduces the tasks and challenges fundamental to project management. Topics include how to manage teams, schedules, risks, and resources in order to produce a desired outcome. Case studies are incorporated into the course, allowing students to apply knowledge and skills associated with selecting, managing, organizing, planning, negotiating, budgeting, scheduling, controlling, and terminating a project.

**Credit Hours:** 3

**PJM525 - Business Analysis**

**Course Description**
This course emphasizes assessing and integrating project requirements in relation to user needs and organizational goals. Topics include requirements gathering, business analysis, and project planning. Case studies allow students to apply knowledge and skills associated with analyzing business situations, developing requirements, and translating user needs into technology and engineering specifications for development teams. Prerequisite: PJM500

**Credit Hours:** 3

**PJM530 - Contracts, Procurement, and Risk Management**

**Course Description**
This course provides students with an in-depth understanding of the procurement-and risk-management processes in projects. The course also helps students evaluate and synthesize concepts within the domains of contract management and risk management, and helps students identify and assess recommended practices in contract management and purchasing. Topics primarily include risk-management planning, risk identification, risk analysis, risk-response strategies, risk monitoring, and risk control. In addition, the course covers the project manager's responsibilities in identifying and obtaining resources from vendors, as well as the legal requirements and contracting processes involved. Prerequisite: PJM500.

**Credit Hours:** 3

**PJM535 - Project Metrics, Monitoring, and Control**

**Course Description**
Selecting, evaluating, and communicating performance metrics plays a critical role in successful monitoring and control of projects. This course provides an in-depth discussion of project management metrics and Key Performance Indicators (KPIs), and it explores related topics such as value-based project management metrics, dashboards, and measurement-driven project management. The course discusses the role of metrics in effective monitoring and control of projects, and provides an overview of the most important considerations in proper use and communication of project performance metrics.
PJM560 - Project Management Office (PMO)

Course Description
This course emphasizes the Project Management Office (PMO). Students will learn the elements of a PMO, which includes defining and maintaining standards, policies, processes, and methods for project management within the organization. Learners will also identify the responsibilities of the Project Management Professional (PMP) to include guidance, documentation, and metrics related to the practices involved in managing and implementing projects within the organization. A PMO may also get involved in project-related tasks and follow up on project activities through completion. The office may report on project activities, problems, and requirements to executive management as a strategic tool in keeping implementers and decision-makers moving toward consistent, business- or mission-focused goals and objectives. Organizations around the globe are defining, borrowing, and collecting best practices in the process of project management and are increasingly assigning the PMO to exert overall influence and evolution of thought to continual organizational improvement.

Credit Hours: 3

PJM580 - Capstone: Project Management

Course Description
The capstone course allows students to develop a plan for a major project in an industry or business of choice. Students will be required to analyze project goals, objectives, and scope in relationship to budget, schedule, and resources to propose a project with a full plan of implementation. The proposed plan must address strategies for overcoming challenges faced by similar projects, including a risk management plan, resource plan, monitoring plan, an evaluation plan, and a reporting plan. Students will utilize skills gained throughout the program to demonstrate the ability to plan and implement a project from conception to conclusion. Prerequisite: Successful completion of all core and specialization coursework. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3

PJM595 - Project Management Practicum

Course Description
In this course, students participate on the staff of a project management or related professional team under the cosupervision of faculty and agency personnel. Weekly journals and a mid-term report are required and combine theory and observation of professional practice. Other course requirements include a mid-term conference with the faculty internship coordinator and evaluation of the on-site supervisor. On-site hours are determined by credit hours. Prerequisite: Students must successfully complete three courses (nine credits) prior to taking the internship. This course may not be available in all states, see the State Specific Authorization Policy under Admissions Policies. Prerequisite 3 Core Courses. Course not eligible for Prior Learning Assessment (PLA) credit.

Credit Hours: 3
Psychology

PSY105 - Introduction to Human Development
Course Description
This course is designed to provide the student with a broad overview of human development, particularly changes in individual's physical, cognitive, social, and emotional development across the lifespan. Students will be introduced to developmental theories and will examine the developmental tasks and challenges unique to each type of development process. This course is no longer open for new enrollment; it is replaced by PSY235. Students who take PSY105 cannot receive credit for both PSY105 and PSY235. This course is not eligible for Prior Learning Assessment (PLA) credit. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

PSY235 - Human Growth and Development
Course Description
This course is designed to provide the student with a broad overview of human development, particularly changes in an individual's physical, cognitive, social, and emotional development across the lifespan. Students will be introduced to developmental theories and examine the developmental tasks and challenges unique to each type of development process. This course fulfills a General Education Social and Behavioral Sciences requirement. This is an approved Colorado gtPathways course. This course fulfills the human growth and development nursing requirement. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

PSY510 - History, Systems, and Philosophy of Military and Emergency Responder Psychology
Course Description
This course highlights the current psychosocial research and literature relevant to the mental health of military and responder populations, including influences of culture, age, and stigma on utilization of mental health services. Students will examine the personal, social, cultural and organizational forces that affect the psychology of military and responder populations.
Credit Hours: 3

PSY515 - Ethics in Practice
Course Description
This course will focus in-depth on ethical standards applicable to the science and practice of psychology and pertinent laws and legal standards governing the practice of psychology. Special consideration will be given to topics such as peer support vs. clinician limits of confidentiality, establishing clinical boundaries, avoiding dual relationships, and the importance of establishing and maintaining cultural competence. Prerequisite: RES510 Credit Hours: 3

PSY520 - Lifespan Development and Generational Issues
Course Description
This course is designed to familiarize students with major concepts, theories, and research related to
normal lifespan development (infancy, childhood, adolescence, adulthood). Additionally, students will focus on impactful generational experiences and cultural norms that may reflect how individuals function in the world and in the workplace. Rank structure in the military and in police and fire agencies often leads to conflicts related to generational norms and ensuring that those providing mental health support services to these populations can understand, appreciate, and articulate the link between rank and generational experiences is essential.

Credit Hours: 3

**PSY525 - Suicide Prevention and Intervention**

**Course Description**
Suicide is a serious public health issue and challenge in Colorado and across the nation. While clinicians across subfields of psychology focused to some extent on the assessment and treatment of people at high risk for suicide, a more comprehensive approach is needed to understand this issue as it relates to military and first responder cultures. Specifically, what prevents them from seeking help how to have a meaningful dialogue about suicidality in a way that is culturally sensitive. This course covers best practices in suicide prevention, intervention and suicide crisis response as it relates to military and emergency responder personnel.

Credit Hours: 3

**PSY530 - Couples and Family Counseling**

**Course Description**
This course is designed for students who want to develop a specialty in working with families and couples. Theoretical perspectives utilized include general systems theory and an integration of behavioral, experiential, and family therapy approaches. Research from the Gottman Institute, which has systematically identified consistent sequences that differentiate relationship success vs failure is heavily emphasized.

Prerequisite: PSY510

Credit Hours: 3

**PSY535 - Trauma and Crisis Intervention**

**Course Description**
This course is designed to provide students with an overview of the key issues associated with trauma and crisis intervention, including how to conceptualize trauma and different approaches to treatment. Specifically, this course focuses on assessing and responding to crises, conducting rapid needs assessment in complex emergencies, and utilizing psychological first aid, debriefing, and defusing skills in a variety of contexts. Course content will also assist students in preventing and healing from their own experiences of secondary and vicarious trauma.

Credit Hours: 3

**PSY540 - Individual Counseling Techniques and Theory**

**Course Description**
This course is designed to introduce students to the practice of psychotherapy. Students will explore basic theories and techniques of counseling, with an emphasis on the therapy relationship. Specifically, students will learn foundational theories, clinical interventions, how to evaluate progress in therapy, and how to constructively confront clients. In addition, students will explore cultural considerations for working with first responder and military populations as well as how to take care of themselves, identify vicarious trauma and...
prevent burnout.
Prerequisite: PSY515  
**Credit Hours: 3**

**PSY545 - Group Interventions**  
**Course Description**  
This course exposes students to basic elements of the group intervention process, ethical and professional issues unique to group work, and key concepts and techniques of group therapy/intervention. Specific learning objectives include attaining an understanding of the theory and functioning of groups; gaining knowledge and practice in essential group therapy skills; identifying integral points and considerations for working with military and responder populations; and developing an awareness of one's own impact on group contexts.
Prerequisite: PSY515  
**Credit Hours: 3**

**PSY550 - Performance and Health Psychology**  
**Course Description**  
This course will focus on the ways that clients' physical health and stress affects psychosocial and emotional well-being. Course work will focus on the relationship between the mind and the body and take a holistic and contextual approach to understanding work with clients, keeping in mind relational and cultural variables. Additionally, discussions will focus on mindfulness, differential diagnoses of depression and anxiety, sleep hygiene, and other empirically supported treatments for issues that clients routinely present with. The overarching theoretical framework of the course will be relationship-focused, client-centered, and strengths-based.
**Credit Hours: 3**

**PSY551 - Statistics**  
**Course Description**  
This course is designed to increase understanding of advanced analytical techniques in statistics, particularly as they pertain to psychology. Course material will take an applied approach, i.e., the course material will emphasize the feasibility, application, and utilization of these analyses rather than the theories upon which they are based.
**Credit Hours: 3**

**PSY555 - Military and Emergency Responder Assessment (Pre-Employment, Fitness for Duty, and Return to Duty Evaluations)**  
**Course Description**  
This course addresses the cultural considerations needed for interviewing and conducting psychological evaluations with military and responder personnel. Clinical interviewing techniques and measures across all psychological assessment domains, including diagnosis, personality, and cognition, as well as more specialty-focused areas such as pre-employment, return-to-duty, and fitness-for-duty evaluations are covered. The class explores the strengths and limitations of each assessment measure with a focus on research and norming issues as well as administration and feedback considerations.
**Credit Hours: 3**

**PSY560 - Substance Abuse**
Course Description
This course will provide an introduction to the assessment, diagnosis, and treatment of substance abuse and related disorders. Additionally, students will become familiar with the dynamics and etiology of substance abuse; learn to identify psychometric tools used in the evaluation of substance abuse; and be able to review evidence-based treatment methods and their application to military and emergency responder populations.
Credit Hours: 3

PSY565 - Grief and Loss
Course Description
The course provides a review of the present status of the psychology of loss and grief including trauma related loss. Students will review applicable literature and a model for dealing with grief and loss in individual and group settings will be discussed. Diverse cultural differences in addressing grief and loss will be covered as well as multicultural interventions to address the needs of those who have experienced grief and loss.
Credit Hours: 3

PSY570 - Counseling Practicum
Course Description
The clinical practicum is an online-directed, supervised field experience in a mental health counseling field setting during which students practice specific clinical skills, including interviewing, assessment, intervention, documentation, and consultation. Students use fundamental communication and interviewing principles and perform initial assessments with individuals, couples, and/or families. This course requires 100 hours of clinical field experience, which must consist of no less than 40 hours of direct client contact, and no less than 12 hours of face-to-face contact with field supervisors. Students also meet weekly via web conferencing for synchronous group supervision meetings with their course instructor. Students are responsible to research and comply with the specific clinical experience requirements of their states.
Prerequisite: PSY510 PSY515
Credit Hours: 4

PSY580 - Counseling Internship 1
Course Description
This is the first course in a sequence of four clinical internship courses during which students fulfill 600 total required contact hours in a mental health counseling setting. Of the 600 total hours, students must complete 240 hours of direct client contact and a minimum of 24 hours of face-to-face contact with field supervisors. Practicum experience will serve to guide students in conceptualizing, planning, and implementing culturally responsive interventions with military and responder personnel and their families. Individual, family, and group therapy cases, as well as assessments, from the students’ field placements will be presented by the students and reflected upon in the context of the cultural considerations, therapeutic models, and assessment research learned in the previous courses. Adaptations from approaches will be applied and interventions designed to meet the needs of the responder population will be employed and evaluated for effectiveness.
Prerequisite: PSY570
Credit Hours: 4

PSY581 - Counseling Internship 2
Course Description
This is the second course in a sequence of four clinical internship courses during which students fulfill 600 total required contact hours in a mental health counseling setting. Of the 600 total hours, students must complete 240 hours of direct client contact and a minimum of 24 hours of face-to-face contact with field supervisors. Practicum experience will serve to guide students in conceptualizing, planning, and implementing culturally responsive interventions with military and responder personnel and their families. Individual, family, and group therapy cases, as well as assessments, from the students’ field placements will be presented by the students and reflected upon in the context of the cultural considerations, therapeutic models, and assessment research learned in the previous courses. Adaptations from approaches will be applied and interventions designed to meet the needs of the responder population will be employed and evaluated for effectiveness.
Prerequisite: PSY580  Credit Hours: 3

**PSY585 - Counseling Clinical Internship 3**  
**Course Description**  
This is the third course in a sequence of four clinical internship courses during which students fulfill 600 total required contact hours. Of the 600 total hours, students must complete 240 hours of direct client contact and a minimum of 24 hours of face-to-face contact with field supervisors. Students also meet weekly via web conferencing for synchronous group supervision meetings with their course instructor. Practicum experience will serve to guide students in conceptualizing, planning, and implementing culturally responsive interventions with military and responder personnel and their families. Individual, family, and group therapy cases, as well as assessments, from the students’ field placements will be presented by the students and reflected upon in the context of the cultural considerations, therapeutic models, and assessment research learned in the previous courses. Adaptations from approaches will be applied and interventions designed to meet the needs of the responder population will be employed and evaluated for effectiveness.
Prerequisite: PSY581  Credit Hours: 4

**PSY586 - Counseling Clinical Internship 4**  
**Course Description**  
This is the fourth course in a sequence of four clinical internship courses during which students fulfill 600 total required contact hours. Of the 600 total hours, students must complete 240 hours of direct client contact and a minimum of 24 hours of face-to-face contact with field supervisors. Students also meet weekly via web conferencing for synchronous group supervision meetings with their course instructor. Practicum experience will serve to guide students in conceptualizing, planning, and implementing culturally responsive interventions with military and responder personnel and their families. Individual, family, and group therapy cases, as well as assessments, from the students’ field placements will be presented by the students and reflected upon in the context of the cultural considerations, therapeutic models, and assessment research learned in the previous courses. Adaptations from approaches will be applied and interventions designed to meet the needs of the responder population will be employed and evaluated for effectiveness.
Prerequisite: PSY585  Credit Hours: 3
Public Management

PMG300 - Public Administration
Course Description
An overview of issues related to leading and managing public organizations and government agencies. Focus includes policy development, strategic planning, agency operations, civil service systems, legal framework, and ethical considerations. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

PMG320 - Public Policy and Strategy
Course Description
An analysis of the development, implementation and evaluation of public policy and strategy. Study includes influences of administrative, legislative and judicial legal perspectives, as well as accountability to citizens and governing boards. (This course is also offered through Self-Study Assessment. Credits earned using this option will appear on transcripts with an “S” suffix. Contact your advisor with any questions.)
Credit Hours: 3

PMG370 - Fundraising and Grant Writing
Course Description
This course provides a broad overview of theoretical and practical application of nonprofit management. Students will learn about the role and responsibilities of a nonprofit organization fundraising marketing and communication plan. An overview of fundraising will include the importance of an analysis of the essential elements of fundraising: major gift solicitation, the annual campaign, planned giving, understanding alternative fundraising solutions, social enterprises, the use of new technologies for fundraising; individual donor tracking, institutional donors, charitable trusts and foundations and corporate philanthropy. Additionally, students will develop essential research skills, fundraising resources, professional associations and conferences, and examining and measuring the social impact and ethical aspects of fundraising.
Credit Hours: 3

PMG400 - Strategic Planning for Public and Nonprofit Organizations
Course Description
A practical examination of strategic planning for public and nonprofit organizations. Emphasis on understanding the nonprofit sector, creating effective leadership in the planning process, generating internal and external support, and plan implementation. This course is no longer offered.
Credit Hours: 3

PMG420 - Public Relations
Course Description
Provides a review of essential elements and strategies for conducting effective public relations efforts, including communication skills, information and message management, audience targeting, media relations and press releases, and campaign development and operations. This course is no longer offered.
PMG430 - Human Resource Management in the Public Sector
Course Description
Overview of the application of human resource management functions in the public sector, including recruiting, selecting, training, compensating and appraising employee performance.
Credit Hours: 3

PMG480 - Capstone: Applied Public Management Skills
Course Description
This capstone course provides students with the opportunity to demonstrate the breadth and depth of learning through the public management program. Students will design a capstone project which can be applied to a career relevant area. The capstone project will encompass demonstrated knowledge of leadership theories and their practical application in organizations, critical thinking skills, public organization design and structure and identifiable ethical behaviors. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit. This course is no longer available.
Credit Hours: 3

Research

RES500 - Fundamentals of Quantitative Analysis
Course Description
This course explores four major components of research for graduate program: business research and descriptive statistics, fundamentals of accounting analysis, fundamentals of financial analysis, and decision making through statistical and logical methods. The course includes quantitative methods to support research methodologies. The course is not intended to provide an in-depth study of these components but provides basic knowledge to support intensive learning that will occur in the core courses of their programs. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

RES501 - Fundamentals of Research and Writing
Course Description
The primary purpose of this course is to help students entering graduate level programs at CSU-Global develop awareness of current and effective research and writing practices with the goal of implementing such practices into their writing and research projects. Students will learn what constitutes graduate level writing and research as well as how to communicate with colleagues in online professional forums. Students will also learn to effectively integrate writing and research skills into the writing projects they will
pursue throughout their graduate level programs. Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours: 3**

**RES510 - Fundamentals of Research and Writing**

*Course Description*

The primary purpose of this course is to help students entering graduate level programs at CSU Global develop awareness of current and effective research and writing practices with the goal of implementing such practices into their writing and research projects. Students will learn what constitutes graduate level writing and research as well as how to communicate with colleagues in online professional forums. Students will also learn to effectively integrate writing and research skills into the writing projects they will pursue throughout their graduate level programs.

**Credit Hours: 3**

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**Small Business/Entrepreneurship**

**SMB300 - Introduction to Small Business/Entrepreneurship**

*Course Description*

This course shall discuss the process of creating and managing a small business or entrepreneurial organization. Students shall learn about the process of business plan development and opportunities and challenges of establishing an independent business. This course is no longer available.

**Credit Hours: 3**

**SMB350 - Funding Sources for Small Business/Entrepreneurial Organizations**

*Course Description*

This class shall discuss the options in financing of small business and entrepreneurial organizations. Students shall analyze the best type of financing for the appropriate stage of start up phase for a new business venture. This course is no longer available.

**Credit Hours: 3**

**SMB400 - Managing a Small Business/Entrepreneurial Organization**

*Course Description*

This course shall discuss important, practical aspects of actually managing a small business. Students will learn the core business processes that are necessary for small businesses to not only survive but grow in today’s economic environment. This course is no longer available.

**Credit Hours: 3**
Sociology

**SOC101 - Introduction to Sociology**

**Course Description**
This introductory course presents sociology as a discipline and a perspective to be used for understanding the link between individuals and society. The course allows for critical evaluation of several important social issues, including the persistence of social and socioeconomic inequalities, the continuing significance of race, gender, class, family life, socialization, the economy, political structures, social interaction, and culture. Students will gain a subjective and objective understanding of the field of sociology through the review of historical information, research methods, theoretical perspectives, and effects of socialization. Ultimately, this course provides students the opportunity to develop critical thinking abilities about the way individuals operate within society. This course fulfills a General Education Social Science requirement. This is an approved Colorado gtPathways course. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours:** 3

**SOC300 - Working in Modern Society**

**Course Description**
An analysis of the conditions and challenges faced by workers in contemporary society, including the meeting of both employer and individual expectations. Focus includes the balancing of numerous factors including personal life, job commitment, and career management. This course fulfills a general education requirement for social sciences. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.) Course not eligible for Prior Learning Assessment (PLA) credit.

**Credit Hours:** 3

**SOC305 - Technology and Tools for the Global Information Age**

**Course Description**
Explore the vast and growing number of technology tools available to meet the organizational demands of a global world. Evaluate the impact of technology on communication, skills development, and the role of leadership while learning to develop applicable strategies to meet organizational needs with optimal results. This course fulfills a general education requirement for social sciences. This course is no longer available.

**Credit Hours:** 3

**SOC310 - Race, Gender and Ethnic Relations in the US**

**Course Description**
Survey of the historical and current issues related to race, gender, and ethnic relations found in practices and policies. Review of judicial, political and economic influences on organizational diversity management. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

SOC460 - Community Development
Course Description
This course examines the various facets of community resource development and management. Emphasis is on planning and management strategies to guide organizations in community development projects, programs, and efforts. (This course is also offered through SSA. Credits earned using this option will appear on transcripts with an “S” suffix.)
Credit Hours: 3

SOC470 - Evaluation of Research and Theory in the Social Sciences
Course Description
The course aims to provide a foundation for relevant quantitative and qualitative analysis in the social sciences. Students will also gain an understanding of overarching historical aspects and related theories within the various disciplines of social science. Students will develop skills leading to the application of theories to investigate and solve problems in the social sciences. Students will be able to analyze various ethical and cultural social issues in multiple contexts.
Credit Hours: 3

SOC480 - Capstone: Applying the Social Sciences
Course Description
This capstone course is the culmination of the applied social sciences academic experience. It serves to synthesize the knowledge gained from courses previously taken within the applied social sciences and prepares the graduate for further studies within the social sciences or a related career position. The course centers on the development of a senior level research paper grounded in relevant social science literature and research; the emphasis is on the integration and synthesis of knowledge acquired in previous courses. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3

SOC495 - Applied Social Sciences Practicum
Course Description
The practicum provides students with practical experience in organizations specific to applied social science. Each student will work under the direct supervision of a senior level professional at the workplace site. The purpose of the practicum is for students to apply and integrate what they have learned during the core courses of their applied social services programs. During the practicum, each student will be required to engage in discussions and assignments designed to demonstrate their ability to apply and integrate what has been learned through the practicum experience. The emphasis of the practicum will be on the student assuming a professional role within the organization. Students will complete their practicums over a period of eight weeks with a minimum of 80 hours of fieldwork completed during the course. Prerequisite: All core and specialization courses. Course not eligible for Prior Learning Assessment (PLA) credit.
Credit Hours: 3
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