Walsh College Catalog 2022-2023

Effective June 1, 2022

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Welcome to Walsh College

Congratulations and welcome to Walsh College!

You have made one of the **best** decisions of your life and for your professional career!

We are proud to be the preferred business and technology college for hard working students. We deliver industry aligned curriculum that integrates theory, application, and professional practice that you can apply right away to advance in your career and make an impact in the world. We empower the business and technology leaders of today so they can lead and change tomorrow's world.

We are committed to your success and excited to welcome you to our campus community. Whether you attend a fully online or through one of our flexible hybrid modalities, you can expect personal attention from faculty and staff throughout your time at Walsh College.

We recognize that many of our students are hard working professionals with significant career and life responsibilities. Our curriculum and delivery methods are designed with you in mind, and we are with you every step of the way. We want you to succeed. And we cannot WAIT for you to walk across the commencement stage and join our more than 30,000 Walsh alumni.

Academic Calendar & Important Dates

Note: Dates listed are for 11-week courses. If your course meets for less than 11 weeks, please check the syllabus or Self-Service for Students for important dates.

*Doctoral students can be admitted to the program for the fall and spring semesters only.

**Registration transactions including adding classes, dropping classes, and withdrawing from classes must occur before 11:59PM Eastern Standard Time on the deadline date.

Summer 2022

DATE	EVENT
N/A	*Doctoral Program Admission
May 1	Graduation Application Deadline
June 13	Payment Period Begins
July 11	Semester Begins
July 17	**Last Day to Register or Add Classes
July 18	**Last Day for 100% Tuition Refund
July 24	**Last Day to Drop Classes/50% Tuition Refund
July 25	Financial Aid & Scholarship Disbursement Begins (processed weekly)
July 25	Withdrawal Period Begins
August 4	Payment due date (pay in full date)
August 5	First late payment fee applied
August 15	Second Late Payment fee applied
September 12	**Last Day to Withdraw
September 15	Third late payment fee applied
September 19 - September 25	Final Exam Week
September 25	Semester Ends
September 27	Grades Due
October 25	Incomplete Work Due to Faculty
November 1	Incomplete Grades/Grade Changes Due
TBD	Commencement
September 5	Holiday Recess (No Classes)

Fall 2022

DATE	EVENT
Through October 9	*Doctoral Program Admission
August 1	Graduation Application Deadline
September 6	Payment Period Begins
October 3	Semester Begins
October 9	**Last Day to Register or Add Classes
October 10	**Last Day for 100% Tuition Refund
October 16	**Last Day to Drop Classes/50% Tuition Refund
October 17	Financial Aid & Scholarship Disbursement Begins (processed weekly)
October 17	Withdrawal Period Begins
October 27	Payment due date (pay in full date)
October 28	First late payment fee applied
November 15	Second Late Payment fee applied
December 4	**Last Day to Withdraw
December 15	Third late payment fee applied
December 12 - December 18	Final Exam Week
December 18	Semester Ends
December 20	Grades Due
January 18	Incomplete Work Due to Faculty
January 25	Incomplete Grades/Grade Changes Due
TBD	Commencement
November 24	Holiday Recess (No Classes)

Winter 2023

DATE	EVENT
N/A	*Doctoral Program Admission
November 1	Graduation Application Deadline
December 9	Payment Period Begins
January 9	Semester Begins
January 15	**Last Day to Register or Add Classes
January 16	**Last Day for 100% Tuition Refund
January 22	**Last Day to Drop Classes/50% Tuition Refund
January 23	Financial Aid & Scholarship Disbursement Begins (processed weekly)
January 23	Withdrawal Period Begins
February 2	Payment due date (pay in full date)
February 3	First late payment fee applied
February 15	Second Late Payment fee applied
March 12	**Last Day to Withdraw
March 15	Third late payment fee applied
March 20 - March 26	Final Exam Week
March 26	Semester Ends
March 28	Grades Due
April 26	Incomplete Work Due to Faculty
May 3	Incomplete Grades/Grade Changes Due
TBD	Commencement
January 16	Holiday Recess (No Classes)

Spring 2023

DATE	EVENT
Through April 9	*Doctoral Program Admission
February 1	Graduation Application Deadline
March 6	Payment Period Begins
April 3	Semester Begins
April 9	**Last Day to Register or Add Classes
April 10	**Last Day for 100% Tuition Refund
April 16	**Last Day to Drop Classes/50% Tuition Refund
April 17	Financial Aid & Scholarship Disbursement Begins (processed weekly)
April 17	Withdrawal Period Begins
April 27	Payment due date (pay in full date)
April 28	First late payment fee applied
May 15	Second Late Payment fee applied
June 4	**Last Day to Withdraw
June 15	Third late payment fee applied
June 12 - June 18	Final Exam Week
June 18	Semester Ends
June 20	Grades Due
July 18	Incomplete Work Due to Faculty
July 25	Incomplete Grades/Grade Changes Due
TBD	Commencement
May 29	Holiday Recess (No Classes)

General Information

Mission, Vision, and Values

Mission

Walsh provides a transformative business education that combines theory, application, and professional experience to prepare graduates for successful careers.

Vision

Walsh will exceed expectations and change lives through education.

Values

Excellence

We operate at the highest level and seek continuous improvement in a collaborative manner.

Integrity

We practice ethical behavior that demonstrates fairness and reliability.

Respect

We embrace our diverse society and provide opportunities for all.

Accountability

We are responsible for our actions and are answerable to each other and the communities we serve.

Collaboration

We create and sustain partnerships and believe that collaboration fuels innovation.

Dedication

We are committed to our mission and passionate in our advocacy.

Accreditation and Approvals

Accreditation Statement:

Walsh College is accredited by the Higher Learning Commission (HLC) www.hlcommission.org; phone: 312-263-0456 and has received specialized accreditation for its business programs by the Accreditation Council for Business Schools and Programs (ACBSP) www.acbsp.org; phone: 913-339-9356. Visit the accreditation web page to review programs accredited by ACBSP at www.walshcollege.edu/accreditation.

Walsh College is approved by:

- The State of Michigan Department of Labor and Economic Opportunity to grant bachelors, masters, doctoral degrees, and certificate programs.
- The State of Michigan Department of Labor and Economic Opportunity as an institutional participant with the National Council for State Authorization Reciprocity Agreements.

- The State of Michigan Department of Labor and Economic Opportunity to train veterans and eligible persons under benefits of Title 38 of the United States Code.
- The Student and Exchange Visitor Program (SEVP) to admit international students.
- The State of Michigan Department of Labor and Economic Opportunity as an educational provider for qualified programs under for the Michigan Works! Program.

Walsh College is recognized by:

- The National Security Agency as a Center of Academic Excellence in Information Assurance Education (CAE) with curriculum that maps to the Committee for National Security Standards.
- The National Security Agency and Department of Homeland Security as a Center of Academic Excellence in Cyber Defense (CAE-CD) programs.
- Michigan Veterans Affairs Agency as a Gold Level Veteran - Friendly School.
- GI Jobs Magazine as a Military Friendly school.

Endorsements and Alignments:

- The Bachelor of Accountancy - Certified Management Accountant (CMA) concentration is endorsed by the Institute of Management Accountants (IMA).
- The Master of Science in Finance is a CFA Institute-affiliated program. Curriculum is aligned with the most current practice of investment management and Chartered Financial Analyst (CFA) learning objectives are woven throughout the program.
- The Master of Science in Management Human Resource Concentration and Human Resources Management Certificate are aligned with the Society for Human Resource Management (SHRM) curriculum requirements. As a result, our MSM-HR and HRM Certificate students benefit from a special eligibility provision to take the SHRM-CP certification exam.

Non-Discrimination Policy

Walsh College strives to maintain an environment free of discrimination and harassment. Walsh College prohibits discrimination or harassment based on any protected status on the basis of such legally protected characteristics as a person's race, color, religion, gender, age, height, weight, national origin, marital status, veteran status, sexual orientation, gender identity, gender expression or disability. Walsh College complies with all applicable federal and state laws regarding nondiscrimination, including, but not limited, to Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, as amended by the Violence Against Women Reauthorization Act of 2013, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination and Employment Act of 1967, Michigan's Elliott-Larsen Civil Rights Act and Michigan's Persons With Disabilities Civil Rights Act.

The following person is designated to handle inquiries and reports regarding nondiscrimination and Title IX compliance:

Veronica Richards
Walsh College
3838 Livernois Road
Troy, MI 48083
vricha2@walshcollege.edu or (248)823-1239

Locations

Walsh College offers classes at the following locations:

Troy | Clinton Township (Macomb University Center) | Online

Institutional Learning Outcomes of Walsh College Graduates

Students may be required to participate in outcomes assessment by completing a survey, sitting for an examination, compiling a portfolio of academic work, or providing other academic indicators. Students may also be required to take one or more examinations designed to measure the level of achievement in each Institutional Learning Outcomes as a prerequisite to graduation. Unless otherwise specifically stated in an individual program, no minimum score or level of achievement is required for graduation. Students are expected to participate in these evaluative measures when asked by Walsh College.

In addition, alumni and various stakeholders are also invited to participate in outcomes assessment to provide additional information on the quality of the programs and courses offered at Walsh College. One way to deliver that value is to embed into the coursework of every degree the knowledge, skills, abilities, and behaviors Walsh College has identified as Institutional Learning Outcomes.

The information obtained through the outcomes assessment process is one of the methods Walsh College uses to improve not only student learning but also teaching and ensure an environment of continuous quality improvement in all programs at the course, program, and institutional level. Individual Assessment results are confidential and are presented in the aggregate

Walsh College works to ensure that its graduates are able to add value to the business community and to become successful professionals. One way to deliver that value is to embed into the coursework of every degree the knowledge, skills, abilities, and behaviors Walsh College has identified as Institutional Learning Outcomes. Each undergraduate and graduate program has clearly articulated student learning outcomes for the knowledge, skills, abilities, and behaviors a student possesses upon completing a program. These outcomes are evidenced by the following:

Undergraduate Student Learning Outcomes

Upon graduation from Walsh College, students will be able to:

Communicate - Oral

- Identify information appropriate to the purpose and audience
- Choose delivery techniques appropriate to the purpose and audience
- Demonstrate effective delivery techniques in a variety of settings
- Provide proper citations for source materials
- Construct effective visual aids

Communicate - Written

- Organize ideas logically
- Select tone, word choice, and style of communication appropriate for the intended audience
- Structure sentences and paragraphs using correct language, grammar, spelling, and punctuation

- Provide proper references for source materials
- Produce clear and concise documents

Problem Solve

- Identify a problem in an organizational context
- Define the problem
- Summarize potential problem solutions
- Recommend a solution
- Propose methods to evaluate the effectiveness of the recommended solution

Master a Business Discipline

- Students achieve learning outcomes as noted in each academic program

Graduate Student Learning Outcomes

Upon graduation from Walsh College, students will be able to:

Communicate - Oral

- Research content appropriate to the purpose and audience
- Incorporate a variety of delivery techniques
- Adapt the tone and style to communicate to a variety of organizational levels
- Deliver content in a professional manner
- Provide proper attribution for source materials

Communicate - Written

- Frame the topic effectively
- Utilize credible and appropriate sources
- Provide proper attribution for source materials
- Synthesize the content into a coherent narrative
- Demonstrate competent writing mechanics

Problem Solve

- Recognize a problem in a complex organizational context
- Deconstruct the symptoms and underlying causal conditions
- Design effective solutions to address the root cause
- Recommend a solution
- Evaluate the relative effectiveness and implications of the recommended solution

Master a Business Discipline

Students achieve learning outcomes as noted in each academic program.

Walsh College Brand

Our Brand

In today's diverse business environment, we leverage our brands to meet the unique needs of our partners, communities, and students. In 1968 we became Walsh College of Accountancy and Business Administration, but we are recognized by our trademarked names Walsh, Walsh College, and Mervyn B. Walsh International University.

The Walsh taglines include, "Not your typical business school", "Live, Breathe, Business" and "Proud sponsor of those who do".

Our Colors

Walsh College's school colors are blue and white.

Walsh College Publications

Walsh College Catalog

The Catalog, located on the website, is an official publication of Walsh College. It outlines the curricula and graduation requirements currently in effect at Walsh. The Catalog is not a contract between the individual student and Walsh College or its Board of Trustees. Walsh College reserves the right to make changes to any programs at any time.

Walsh College will typically communicate any academic program changes at least one academic term prior to the effective date of changes. In addition to updating the online Catalog, Walsh College may also communicate changes through the Walsh College Student Portal, posters and/or by regular or electronic mail.

PLEASE NOTE: Walsh College expects students to read the Catalog. Failure to do so does not excuse students from the requirements and regulations described.

Walsh College Student Handbook

The Student Handbook, located on the website, is an official publication of Walsh College. It outlines the general operations and academic/student services policies currently in effect at Walsh. The Student Handbook is not a contract between the individual student and Walsh College or its Board of Trustees. Walsh College reserves the right to make changes to any policies and procedures at any time.

Walsh College will typically communicate any policy changes at least one academic term prior to the effective date of changes. In addition to updating the online Student Handbook, Walsh College may also communicate changes through the Walsh College Student Portal, posters and/or by regular or electronic mail.

PLEASE NOTE: Walsh College expects students to read the Student Handbook. Failure to do so does not excuse students from the requirements and regulations described. Students are fully expected to comply with all policies in the Student Handbook whether they have read them or not.

Walsh College Website

Walsh College maintains a website at www.walshcollege.edu. For questions related to the website, contact the Marketing Department at marketing@walshcollege.edu.

Notice of Policy Changes

The Catalog and Student Handbook represent the most up-to-date information with regard to the programs and policies described. It will be considered to be in effect until the publication of the next academic catalog and student handbook. However, Walsh College reserves the unlimited right to institute changes in Walsh's programs and policies. Since information is updated constantly, students are advised to seek further clarification from appropriate administrative offices. Walsh College reserves the right to change rules, policies, programs, fees, and curricula without advance notice. In the event of any inconsistent or incompatible terms or provisions, such inconsistency shall be resolved by giving precedence in the following descending order of importance: (a) any executed agreement between the parties, (b) the specific program or policy then existing, and then (c) the Catalog or Student Handbook.

Registration Resources

Walsh College makes every effort to provide information to students that may assist them in achieving their academic goals. Prior to each semester, a schedule of classes is posted online for all students. View the schedule of classes online by logging into the Walsh College Student Portal. The portal often contains new information and should be reviewed by students every semester.

Walsh College also communicates and distributes information regularly through student e-newsletters, the Walsh College Student Portal, and the Walsh College Student Email Account.

Academic Course Load

Walsh College expects its students to be able to balance their educational, professional, and personal schedules and does not restrict the number of credit hours that a student may register for in a given semester. Students with questions on the appropriate number of credits to take in a given semester should discuss their proposed schedule with an academic advisor.

Walsh College Student Email Account

All students are assigned a Walsh College email address and are required to access their Walsh email account regularly. Walsh College uses Okta single sign on technology in conjunction with multifactor validation to secure all user authentication. All Walsh College websites that contain personally identifiable information are digitally secure and encrypted, protecting the confidentiality of its usage. All official administrative email communication (account balances, graduation audit notification, Commencement information, e-newsletter, etc.) will only be sent to the student's Walsh College email address. Similarly, Walsh College email is required for communication between a student and faculty member regarding grades, quizzes/exams, performance in the course, etc.

Emails pertaining to potential violations of Walsh College policies will be sent to a student's Walsh College email address and students are required to use their Walsh College email for all related communications, unless otherwise directed by Walsh College officials.

Official student administrative email requests (e.g., advising questions, adding/dropping classes, enrollment verification, etc.) must be sent from the student's Walsh College email address. Students who regularly use another email account are able to forward their Walsh College email to that account.

Committed to Technology

Walsh College continues to invest in the technological future, both inside and outside of the traditional classroom. All rooms at the Troy campus are equipped with LCD projectors or televisions that are used during presentations by instructors, facilitators, and students. Classrooms are also equipped with SMART Podiums™, touch-screen interactive monitors that allow instructors to interact with digital content and write over it on the SMART monitors. In addition, each classroom contains web cameras with microphones which enable online

remote distance education capabilities. Classrooms also contain the ability for wireless presentation from any mobile device within the classroom.

The Troy campus is also furnished with a technology enhanced Finance Lab. The Finance Lab gives students a taste of Wall Street with 12 Bloomberg terminals, FACTSET research capabilities, along with several large LCD televisions tuned to market and financial reports, and breakout rooms. Financial information continuously updates on an LED ticker, giving students a real-time glimpse into market movement and news.

A dedicated Cyber Lab is also located at the Troy location. The Cyber Lab provides a hands-on learning environment with access to Cisco networking equipment, Dell servers and EMC storage infrastructure. Students can expect to receive critical cybersecurity skills across traditional, cyber physical, and/or automotive environments. In addition, students will apply critical, strategic, ethical, and innovative thinking to achieve business-like results. A VMWare Virtual Lab also provides students with practical real-world experience setting up and supporting a business-like domain complete with servers and PCs.

Walsh College is designated as a Center of Academic Excellence in Cyber Defense (CAE/CD), which identifies Walsh College as one of a small set of academic institutions in the country to achieve this status. Walsh College also aligns its programs with the Department of Defense 8570 and the Department of Homeland Security NICE Framework. This ensures that our students will be prepared to meet the standards of employment at the federal level.

Electronic library research tools maintained on the Walsh College website include a multitude of database sources, online magazines and journal subscriptions. These tools allow students to access information online from anywhere, at any time.

Secured information is stored behind firewalled and password-protected systems; most applications utilize only one username and password and automatically pass through from one system to another without further intervention. Public and guest wireless Internet access is available throughout the campus. The wireless network utilizes updated modern wireless technology standards which provides for a seamless end-user experience.

All classroom and lab computers require users to log in with their unique Academic/Portal username and password. Public guests can generate a temporary ID by using a driver's license in order to gain access to the library computer resources at Walsh.

The Online Course Environment

Students taking a Walsh College online course can be confident that they are receiving the same quality and content that they would receive in the classroom. Basic course components include an online syllabus; weekly objectives, readings and lectures; weekly discussion board participation; activities and assignments; and online exams, quizzes, and practice tests.

To ensure success in an online course, students taking their first online or blended course must take a required online orientation that simulates an online course. Online courses incorporate various media. In order to access online learning assignments, students must have access to a computer that meets all hardware and software requirements.

The online course environment is small, averaging 25 students per class, and the instructor is available online through instant messaging or private chat. Students and instructors also communicate online via a discussion board and email. Students can expect an instructor response to questions within 24 to 48 hours. Walsh College online courses include a Help feature that instantly pages the Online Learning technology staff, which typically resolves requests within 24 hours. Walsh College uses the following definitions to explain how it uses technology to support the learning experience:

Online (V section) course: in an online course, the student and instructor are separated by distance and

connected via Walsh's chosen Course Management System (CMS) for delivery of the course content and course interaction. Walsh College online courses are largely asynchronous, meaning student and teacher do not need to be online at the same time, and work can be completed at different times, barring any specific synchronous activities that will be explained in the course syllabus. Students located in any geographic location may complete their studies online and will not be required to come to the location for any of the course components. However, a student may be required to take exams at an approved proctored location.

Blended (VB section) course: a blended course is a course that will meet in the classroom and online weekly. Some of the course content and/or interaction is delivered via Walsh's chosen Course Management System (CMS). Students must come to one of the Walsh College community college partners or offsite (non-Troy campus) locations to complete a VB course.

Virtual Hybrid (VH Section) course: in a hybrid course, the course is held in the traditional classroom or can be accessed remotely in real time via the College's chosen video conferencing software. Additionally, some of the course content will be delivered online via the College's chosen Course Management System (CMS). Students will be notified of the balance of real time (classroom or remote access) and online instruction in their syllabus. Students choosing to access the class remotely will not be required to come to campus for any of the course components. However, students may be required to take exams on campus or at an approved proctored location.

Virtual Synchronous (VS section): in a virtual synchronous course, the course is not held in the traditional classroom. A portion of the course requires the simultaneous participation of students and faculty in real time via the College's chosen video conferencing software. The remainder of the course content will be delivered online via the College's chosen Course Management System (CMS). Students will be notified of the proportion of real time and online instruction in their syllabus. Students will not be required to come to campus for any of the course components. However, students may be required to take exams on campus or at an approved proctored location.

Online Course Orientation

Walsh's chosen Course Management System (CMS) is Moodle. The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course. After registering, Moodle access will be granted within 24 hours.

Academic Policies and Requirements

A student enrolled in a course at Walsh College must observe all academic policies and regulations in effect and published in the current Student Handbook, Academic Catalog, and in other official publications. It is the responsibility of the student to be aware of all changes in academic policy as implemented by Walsh College. Any student wishing to be exempt from a specific academic policy as outlined in the Handbook or elsewhere must formally petition the specific administrative or academic department enforcing the policy.

Academic Conduct Policy

Walsh College students are expected to conduct themselves in a manner that is professional, ethical, honest, and in accordance with generally recognized standards of academic conduct. All coursework including, but not limited to, examinations, quizzes, homework exercises, projects, presentations, online discussion boards, papers or other assignments should reflect professionalism and appropriate academic standards.

By choosing to attend Walsh College, both students and faculty members agree to the provisions of the Academic Conduct Policy, including its rules, policies, and disciplinary actions.

Academic Conduct Standards

If any administrator, faculty, staff, or student body member suspects a student of engaging in academic misconduct, that person must report it to the Academic Conduct Committee. Academic misconduct is defined as any act of commission or omission by a student designed to affect the grade of that student or another student, where such act is unfair, unethical, or outside of the rules of Walsh College, the rules set by the academic department, or by a classroom instructor (for the instructor's course).

Academic Misconduct includes but is not limited to:

1. Plagiarism: Plagiarism is the use of another's work, words, ideas, or images without properly citing the source and thereby representing this work as one's own, whether the representation is oral or written, expressed or implied. Examples include:

- Failure to give credit for work (including ideas and materials) taken from other sources (public or private), including quoting, paraphrasing, rephrasing, or condensing that work
- The submission of one's academic work from a previous course without prior written approval of the current instructor
- Using graphics, graphs, images, tables, or other illustrative work without giving credit to the original source
- Using materials that were assembled by or collected by others without acknowledging their contribution
- Contributing to another student's work or helping another to plagiarize

2. Cheating: Cheating includes, but is not limited to, the following actions:

- Unauthorized collusion on coursework, including two or more students working together to prepare and submit the same or substantially similar coursework, or portions of coursework, without the specific consent of the instructor
- Sharing of completed or partially completed coursework which includes, but is not limited to, examinations, quizzes, homework exercises, projects, presentations, discussion boards, papers or other assignments, except where expressly allowed by an instructor for a particular course
- Use of unauthorized aids while completing coursework

- Failure to follow administrative instructions on exam-taking or other assessment procedures
- Completing coursework, including taking an examination, for another student or asking or paying someone else to do the same
- Allowing another person to access online coursework to review, copy, submit, or complete that coursework
- The theft, sale, purchase, unauthorized procurement or possession of examinations or other coursework (or any attempt to do so)
- Copying another student's work

Unauthorized distribution or uploading of Walsh College copyrighted materials to any non-Walsh College website, including but not limited to:

- Any portion of course content such as lectures, presentations, videos, assignments, examination, or quiz questions, etc.
- Library materials subject to copyright whether or not noted as "do not copy."
- Copying of library materials designated "do not copy"

Damage, destruction, or modification to Walsh College computers/servers/printers including but not limited to:

- Copying, modifying, or removing software
- Unauthorized uploading of computer software and/or introducing a virus or malware

3. Misrepresentation or Deception: This includes intentionally lying to or deceiving a member of Walsh's faculty, staff, administration, or outside agency in order to gain academic advantage for oneself or another; or to misrepresent or in other ways interfere with the investigation of a charge of academic misconduct.

Penalties for Academic Misconduct:

Formal documentation of the infraction will be noted in the student's file and remain on record as long as the individual is a student at Walsh College. Additional disciplinary actions or sanctions include, but are not limited to, one or more of the following:

- Re-doing the assignment for a reduced grade
- A reduction in the earned grade on the assignment
- A directed zero on the assignment
- A reduction in the overall semester grade
- Loss of Walsh College-awarded scholarship money or awards
- A directed "F" in the course
- A review of all prior coursework completed at Walsh College, which may lead to new charges of misconduct should earlier violations have occurred, whether they were addressed at the time or not, up to and including possible reversal of grades earned in prior courses, or degrees revoked, if evidence is found indicating that misconduct was employed in the pursuit of those earlier grades or degrees
- Suspension from Walsh College

- Expulsion from Walsh College

Other Consequences of Academic Misconduct

A student being investigated for academic misconduct, or having been found responsible for academic misconduct:

- May not withdraw from the course at any time
- May not seek financial relief for withdrawal
- May not utilize the grade replacement feature of the Course Repeat policy
- A finding of academic misconduct will become a permanent part of the student record. Subsequent acts of any level of academic misconduct will be considered a basis for suspension or permanent expulsion from Walsh College.

Academic Misconduct Disciplinary Designations

Disciplinary action for academic misconduct can take multiple forms. For academic misconduct, disciplinary action may include those listed under Section B. The most serious disciplinary procedures include suspension and expulsion, as defined below.

Suspension from Walsh College

A suspension will terminate the student's status at Walsh College for a specified period of time, not to exceed one year. This may be posted on the student's academic transcript at the direction of the dean of academics.

At the end of the specified period, the suspended student will be required to request reinstatement to Walsh College. If granted, the student will be admitted conditionally. Any additional act of academic misconduct committed during the remainder of the student's academic program will result in permanent expulsion from Walsh College, without the possibility of appeal.

Expulsion from Walsh College

Expulsion from Walsh College will permanently and irrevocably terminate the student's status at Walsh College. This may be posted on the student's academic transcript at the direction of the dean of academics. An expulsion may not be appealed and the student will be permanently barred from earning a Walsh College degree.

Academic Conduct Process

The suspected misconduct should be reported promptly to the Academic Conduct Committee, which will examine the evidence, determine whether the student was a repeat offender, and impose the appropriate disciplinary action and/or remediation. Formal documentation of the infraction will be noted in the student's file.

A student may appeal a finding of academic misconduct by applying in writing to the Academic Conduct Committee, AcademicConduct@walshcollege.edu, within fourteen (14) calendar days of notification. Appeals will be heard by the dean of academics who may, at their discretion, affirm, modify, or reverse the decision. The decision of the dean of academics is final in all instances.

Responsibility of Faculty Members

All faculty members must promptly report all apparent instances of academic misconduct to the Academic Conduct Committee.

Academic Honor Code

The Walsh College academic community will maintain the highest ethical standards in our quest for academic excellence. We will not lie, cheat, steal, or claim credit for the ideas and work of others. We commit to respecting the intellectual property of others and will always acknowledge the authorship of intellectual property in all forms.

Academic Honors and Awards

Academic Recognition

Undergraduate students who complete a bachelor's degree program and achieve high academic grade point averages are officially recognized by Walsh College upon graduation. The cumulative grade point average used for academic honors is computed at the time of graduation, is based upon all coursework included in hours attempted in residence at Walsh College and will be noted on the student's academic transcript and diploma.

The following honors designations will be noted on the academic transcript and diploma:

3.900–4.000	Summa Cum Laude
3.750–3.899	Magna Cum Laude
3.500–3.749	Cum Laude

In addition, honors recognition is given at Walsh College Commencement ceremonies. The cumulative grade point average used to determine academic honors eligibility, for the ceremony only, will be the cumulative GPA on record as of the last graded semester of attendance prior to the ceremony.

Undergraduate honor graduates who participate in Commencement ceremonies will be recognized by the following honor cord color designations:

Gold Honor Cord - Summa Cum Laude (3.900–4.000)
Silver Honor Cord - Magna Cum Laude (3.750–3.899)
White Honor Cord - Cum Laude (3.500–3.749)

Honors are not awarded at the graduate or doctoral level.

Honors Lists

Walsh College recognizes undergraduate students for outstanding academic achievement. Undergraduate students who have completed a minimum of 12 semester credit hours in residence at Walsh College are eligible. At the end of each semester, enrolled students who achieve a cumulative grade point average of 3.500-3.749 are named to the Honors List. Those with a 3.750-4.000 GPA are noted on the President's Honors List. The names of students who attain these academic achievements may be published in the Walsh Journal. The Honors Lists may also be submitted to local publications.

Awards

Walsh College students are eligible to earn the following prestigious academic awards. Award winners are presented with a certificate and a plaque is inscribed with their names and displayed at Walsh College.

Everett Hawley, Jr. Taxation Award

This award promotes excellence in the study of taxation in the Walsh College Master of Science in Taxation program. Named for the former chair of the Walsh College Board of Trustees, the award annually honors a

graduate Taxation student for outstanding academic achievement.

The Financial Executives Institute Award

Each year, the Financial Executives Institute honors one outstanding undergraduate and one outstanding graduate accounting or finance student for academic achievement. The student is presented with a medal at a Financial Executives Institute Detroit chapter meeting.

The Walter B. Fisher Award for Excellence in Accounting

This award is given annually to one Walsh College undergraduate student who demonstrates outstanding achievement in the Bachelor of Accountancy program. Those chosen for the award must achieve a cumulative GPA of 3.500 or better and must have contributed time or talent to either Walsh College or the accounting profession through tutoring, club leadership, community service, or other activities. The student is also presented with a cash award.

The Institute of Management Accountants Annual Award

Each academic year, the Institute of Management Accountants honors two undergraduate accounting students specializing in Certified Management Accounting for outstanding achievement. The students are also presented with a cash award.

The Mark J. Solomon Capstone Award

This award promotes excellence and dedication to the study of taxation. Named for the former Tax chair at Walsh College, and the driving force behind the Walsh College Master of Science Taxation degree program, the award annually honors a graduate Taxation student whose work in the MST Capstone class represents the effort, creativity, and technical excellence that Professor Solomon strived to instill in his students.

The Lee A. Sartori Tax Research and Writing Award

This award recognizes and promotes the importance of being able to effectively research and communicate difficult and ever-changing tax law in order to advocate, support, and achieve favorable outcomes. Named for a graduate and longtime adjunct professor in the Walsh College MST program, this award annually honors the student whose performance in the Walsh College tax research class reflects Professor Sartori's high standards of competence and creativity in research and writing.

Academic and Professional Conduct

Walsh College students are expected to conduct themselves in a manner conducive to continued growth toward a business or professional career. A professional demeanor with a high degree of ethical conduct is expected. Written and oral communications, including paper and electronic, should reflect professionalism. All students are expected to attend classes regularly and be fully prepared. Students are responsible for being knowledgeable and observing all Walsh College policies and procedures.

Academic Records and Transcripts

A student's academic transcript reflects all courses taken, credit hours attempted, and grades received while in residence at Walsh College; these are used to compute the student's semester and cumulative grade point averages. An official transcript bears the Walsh College seal, the registrar's facsimile signature and transcript issuance date. Academic standing designations such as probation and dismissal are noted on the student's transcript.

Graduate courses taken as part of the student's undergraduate program are posted on the student's undergraduate transcript. All grades and credit hours attempted and earned will be used in computing the

student's cumulative grade point average for purposes of graduation, with the exception of those courses and grades that have been replaced under the Course Repeat Policy. Courses repeated under this policy will be excluded from the cumulative grade point average calculation. Undergraduate courses taken by a graduate-level student will appear on a non-degree transcript and will not be computed into the student's graduate grade point average.

Academic transcripts will reflect all courses taken, applicable credit hours attempted, and grades received while in residence at Walsh College for all students including those who are readmitted or who change majors or degree programs prior to graduating from Walsh College. Once a student graduates from a degree program, a new cumulative grade point average will be computed for the subsequent degree.

Academic transcripts are maintained in the Records and Registration office and are regularly audited and corrected as necessary. A student wishing to inquire about their record should contact the Records and Registration office at records@walshcollege.edu.

Academic Standing Policy

Grade point averages and academic standing designations are computed for each student at the end of each semester. Students enrolled in degree and certificate programs are required to maintain acceptable academic progress in accordance with the following definition:

Satisfactory Academic Progress

2.000 cumulative GPA:

Bachelor of Accountancy (p. 43)

Bachelor of Business Administration

Bachelor of Science in Applied Management (p. 64)

Bachelor of Science in Information Technology (p. 67)

3.000 cumulative GPA:

Master of Business Administration (p. 78)

International Tech Master of Business Administration (p. 81)

STEM Master of Business Administration (p. 83)

Tech Master of Business Administration (p. 85)

Master of Science in Accountancy (p. 87)

Master of Science in Accountancy for Accounting Graduates (p. 89)

Master of Science in Data Analytics (p. 91)

Master of Science in Finance (p. 93)

Master of Science in Information Technology (p. 95)

Master of Science in Information Technology Leadership (p. 96)

Master of Science in Management (p. 98)

Master of Science in Marketing (p. 100)

Master of Science in Taxation (p. 102)

Dual Master of Business Administration and Master of Science in Finance (p. 104)

Dual Master of Business Administration and Master of Science in Management (p. 108)

Dual Master of Business Administration and Master of Science in Marketing (p. 112)

Dual Master of Science in Accountancy and Master of Business Administration (p. 115)

Dual STEM Master of Business Administration and Master of Science in Information Technology Leadership (p. 117)

Cybersecurity certificate (p. 121)

Global Project and Program Management certificate (p. 123)

Human Resource Management certificate (p. 123)

Strategic Business Communication certificate (p. 124)

Doctor of Business Administration (p. 126)

Doctor of Management (p. 128)

Probation

A student will be placed on academic probation whenever their cumulative grade point average (cumulative GPA) falls below satisfactory academic standing; either a 2.000 or 3.000 cumulative GPA, depending on their academic program. Probation status is calculated based on cumulative credit hours attempted and grades received at Walsh College and are noted on the student's academic transcript. Once a student's cumulative GPA falls below the minimum required to maintain satisfactory academic progress, the student will be placed on their first semester of probation. Undergraduate and graduate students then have three additional semesters in which to improve their cumulative GPA to a satisfactory level.

If satisfactory academic standing is not achieved after four semesters of attendance, the student will be dismissed from Walsh College. All graded semesters, including courses with grades of "W" are counted toward the maximum semesters of probationary status. However, any semester in which a student has received all "AU, N or P" grades will not be counted as one of the four semesters. A student may elect to take a semester off while on academic probation.

Student's academic advisor will contact student to review academic standing requirements and develop a course plan to improve their academic standing. Probation students may be required to reduce their course load. This determination will be made in conjunction with their academic advisor. A full tuition and fee refund, excluding registration and international student fees, will be issued for courses dropped due to probationary status as determined by their academic advisor.

When the student's cumulative grade point average reaches the minimum GPA required for their degree program, the student will be in good academic standing and probation restrictions will no longer be applicable. However, all academic standing notation(s) remain on the student's academic transcript. Students on academic probation who have not enrolled for four consecutive semesters (12 calendar months) must reapply for admission and, if readmitted, will be placed on the same level of probation as in their last semester of enrollment at Walsh College.

Doctoral students are required to maintain a cumulative grade point average (CUM GPA) of 3.000. If a student's CUM GPA falls below 3.000 for any given semester, the student will be placed on academic probation and will be required to meet with the doctoral program director to determine their continued viability

within the program and any necessary remediation processes necessary to ensure student success.

Academic Dismissal

Undergraduate and graduate students whose cumulative grade point average (cumulative GPA) remains below satisfactory academic standing for four semesters of attendance will be academically dismissed from Walsh College for a period of one year.

Academic dismissal is calculated based on cumulative credit hours attempted and grades received at Walsh College. Academic dismissal is noted on the student's academic transcript. A student who has been academically dismissed will be contacted by the director of academic advising or designee, administratively dropped from all courses and will be issued a full tuition refund including fees.

A doctoral student who has failed to pass the Preliminary Exam and Proposal Presentation Defense after two attempts will be dismissed from the program. The student will be administratively dropped from all courses and will be issued a full refund including tuition and fees incurred that semester. The academic standing designation of dismissal will be noted on the student's academic transcript.

Permanent Dismissal

A second dismissal from Walsh College is final. Permanent dismissal from Walsh College will irrevocably terminate the student's status at Walsh College. A permanent dismissal may not be appealed and the student will be ineligible to enroll in courses, reapply for admission, or earn a Walsh College degree. A student who has been permanently dismissed will be contacted by the director of academic advising and administratively dropped from all courses and will be issued a full refund including tuition and fees.

Readmission after Dismissal

Undergraduate and Graduate Readmission after Dismissal

After a period of one year (12 consecutive calendar months) undergraduate and graduate students may be eligible for readmission to Walsh College. Readmission is permitted only when the student's cumulative GPA calculation shows the possibility of achieving satisfactory academic standing in three consecutive semesters. An academic advisor will establish the minimum grade per course required to achieve satisfactory academic standing within the three-semester time limit. Any previous coursework will be reviewed for applicability under the new academic program at the time of readmission.

All courses previously taken, credit hours, grades received, and academic standing notations remain on the student's transcript. A student must meet with their academic advisor to determine eligibility for readmission. If readmitted, the student will be placed on the academic program in effect at the time of readmission. In any given semester, failure to achieve the minimum required grade will result in recalculation of minimum grade requirements. A second dismissal may result if the student is unable to achieve satisfactory academic standing within the remaining semester requirement. In some circumstances, readmitted students may be permitted to take more than one course per semester, if the student can provide sufficient rationale. If approved, the minimum grade per course and course load will be established in conjunction with their academic advisor based on the grades required to achieve satisfactory academic standing. Satisfactory academic standing must be achieved within the established number of credit hours or semesters, whichever comes first.

A second academic dismissal from Walsh College is final; students will not be eligible for readmission. A student who has been academically dismissed will be contacted by the director of advising and administratively dropped from all courses and will be issued a full refund including tuition and fees.

Doctoral Readmission after Dismissal

After a period of one year (12 consecutive calendar months), a student who has been academically dismissed may be eligible for readmission to the doctoral program. Doctoral students must contact the doctoral program director to request a review and approval for readmission.

In addition to Walsh's academic standing policy, the Financial Aid office is required to maintain its own satisfactory academic progress (SAP) policy. Students receiving federal financial aid should refer to the section entitled Satisfactory Academic Progress for Financial Aid Recipients in this handbook.

Applying for Graduation

Students are required to apply for graduation for degree and certificate programs five months prior to their intended graduation date. Graduation application forms are available through the Walsh College Student Portal. Once an Application for Graduation is submitted, a fee will be charged. A preliminary graduation audit will then be completed and notification of the status of the application will be sent to the student's Walsh College email account.

Graduation Applications may be carried over to a future semester but are only valid for a total of four consecutive semesters. If a Graduation Application has exceeded the four-semester limit, the student will be required to complete a new Application for Graduation and resubmit the graduation application fee.

A separate fee for the cap and gown is assessed for students who choose to participate in the Commencement ceremony.

Graduation Application Deadlines

Winter Semester (Ending in March)	November 1
Spring Semester (Ending in June)	February 1
Summer Semester (Ending in September)	May 1
Fall Semester (Ending in December)	August 1

Commencement Ceremony

Walsh College hosts one Commencement ceremony per year. Only students who have met all graduation requirements are able to participate in the commencement ceremony. All eligible candidates/graduates will receive information concerning dates, cap and gown purchase, tickets, time, location, and other relevant information approximately two-three months prior to the ceremony.

Calendar

Walsh College operates on a semester calendar system. The academic calendar for all programs consists of four 11-week semesters per year. All courses and credit hours are stated in semester credit hours. The current academic calendars can be found in the Student Handbook, the Catalog and on the Walsh College website.

Course Numbering System

Courses Numbered 200-499

Courses with these numbers are undergraduate level courses. Undergraduate, graduate, and non-degree students are eligible to enroll in these courses for undergraduate credit and are assessed undergraduate tuition rates.

Courses Numbered 500-699

Courses with these numbers are graduate level courses. Graduate, certificate and non-degree students are eligible to enroll in these courses for graduate credit and are assessed graduate tuition rates.

Undergraduate students cannot enroll in these courses unless permitted in their undergraduate degree program. See the section entitled Undergraduate Students Taking Graduate Courses. Graduate level courses taken by undergraduate students as part of their undergraduate degree program will appear on their undergraduate transcript. Students are responsible for paying graduate tuition.

Courses Numbered 700-899

Courses with these numbers are doctoral level courses. Doctoral students are eligible to enroll in these courses for doctoral credit and are assessed doctoral tuition rates.

Clean Slate Policy

Masters' students who have not attended Walsh College for at least one-year (12 consecutive months) and are reapplying for admission to any master's program or certificate may request a one-time review of their previous academic coursework for exclusion from the grade point average (GPA) calculation under their new program. Courses chosen to be excluded from GPA calculation will include all attempts of the course. Under this policy, all courses, grades, and academic standing notations will still appear on the student's academic transcript, but the student's cumulative GPA for the new program will only include previous coursework required or used as electives under the new program. Students are required to sign a Clean Slate Policy form and a notation that the Clean Slate Policy has been invoked will appear on the student's transcript. After invoking the Clean Slate Policy, the student's transcript will not be updated until the student registers under the new program. Courses used as part of Clean Slate, in a program in which the student graduated, cannot be used toward advanced standing, waivers, or exclusions in subsequent programs.

This option allows courses and grades from the student's previous master's degree or certificate program to be excluded from their new degree or certificate program with the following stipulations:

Previously completed courses will not be excluded from cumulative grade point average (cumulative GPA) calculations for the new academic program if the course meets one of the following criteria:

- Any course, including those which are dual listed, and all attempts of that course, which is a required course in the student's new degree program
- Any course, including all attempts of that course, that the student has chosen to include as an elective course in the new degree program
- Any course that is being counted to reach the total number of required credit hours for a new master's degree or certificate
- Courses whose grades have been affected by findings of academic misconduct

Copyrighted Material Policy

Walsh College recognizes that there are legitimate uses for file sharing and does not seek to block or limit authorized and permissible collaboration. In accordance with the Higher Education Opportunity Act (HEOA) of 2008 with an implementation date of July 1, 2010, unauthorized distribution of copyrighted material by any means (including peer-to-peer file sharing) may subject an individual to civil and criminal liabilities in addition to violating Walsh College internal policies.

This policy applies to all students of Walsh College.

Summary of Civil and Criminal Penalties for Violation of Federal Copyright Laws

Copyright infringement is the act of exercising, without permission or legal authority, one or more of the exclusive rights granted to the copyright owner under section 106 of the Copyright Act (Title 17 of the United States Code). These rights include the right to reproduce or distribute a copyrighted work. In the file-sharing context, downloading or uploading substantial parts of a copyrighted work without authority constitutes an infringement.

Penalties for copyright infringement include civil and criminal penalties. In general, anyone found liable for civil copyright infringement may be ordered to pay either actual damages or "statutory" damages affixed at not less than $750 and not more than $30,000 per work infringed. For "willful" infringement, a court may award up to $150,000 per work infringed. A court can, in its discretion, also assess costs and attorneys' fees. For details, see: Title 17, United States Code, Sections 504, 505.

Willful copyright infringement can also result in criminal penalties, including imprisonment of up to five years and fines of up to $250,000 per offense.

For more information, please see the Web site of the U.S. Copyright Office at https://www.copyright.gov/, especially their FAQ's at https://www.copyright.gov/help/faq/.

Walsh College will accept and respond to Digital Millennium Copyright Act (DMCA) notices. Upon receipt of a DMCA notice from a business that tracks unauthorized use of its copyrighted materials to Walsh College servers, the user will be detected, the activity analyzed, and the individual may be contacted.

Summary of Walsh College Penalties for Unauthorized File Sharing of Copyrighted Material

Walsh College prohibits illegally copying, distributing, sharing, downloading or uploading copyrighted music, movies, software and games.

Upon a first offense, individuals will receive a written warning. If by nature of technology used the individual cannot be located, Internet access for the computer used will be suspended until a warning can be delivered.

Upon receipt of a copyright infringement notice, the alleged offender's network access will be limited, and all web requests will be referred to the Walsh College Office of Information Technology.

Internet access will be restored once the form is complete, and the student agrees to abide by the terms of the policy.

Upon a second offense, a student may be subjected to the academic conduct committee for further evaluation and/or discipline.

Upon a third or subsequent offense, sanctions can include disciplinary probation, other sanctions as directed, and/or dismissal from the College.

Depending on the nature of copyright infringement and/or unauthorized file sharing of copyrighted material, the College reserves the right to report such infringement or unauthorized sharing to local or federal authorities, or the like.

Legal Sources of Online Content

EduCause maintains a list of legal sources of online content at http://www.educause.edu/legalcontent.

Members of the Walsh community are encouraged to check that site to ensure they are compliant with the law.

Course Repeat Policy

The Course Repeat Policy will apply to all Walsh College programs.

The grade of any eligible course repeated beginning fall 2012 may be replaced one time, regardless of when the course was taken previously or how many attempts of the course were made prior to fall 2012. This policy applies only to courses that are repeated fall 2012 or later.

Any eligible course, regardless of grade, may be repeated once at Walsh College for a grade replacement.

There is no appeal process to this limit. Additional repeats will be allowed without grade replacement. If, after the one-time replacement, the course has not been passed, all subsequent grades will be factored into all GPA calculations, along with the better of the original and replaced grades.

Courses that are not eligible for grade replacement:

- Courses that have been graduated in any program may not be replaced in that program
- Courses for which transfer credit has been awarded
- Courses whose grades have been affected by findings of academic misconduct
- Courses that are dual listed

Students who repeat courses at other institutions will not receive transfer credit if Walsh College credit has been earned, nor will they improve their Walsh College grade point average. A grade of Audit ("AU") will automatically be issued to a student who repeats a course in which they have received course equivalency transfer credit, an exclusion, waiver or advanced standing.

All grades will remain visible on the transcript. All academic standings originally calculated will remain visible on the transcript.

In any one program, credit can only be earned once for any course.

Withdrawn classes will not replace grades and will not be included in the one-time grade replacement limit. Students will still be allowed two withdrawals in addition to one replacement attempt per eligible course. In the case of a withdrawal, a grade of "W" will appear on the transcript.

Federal and/or state regulations may supersede portions of this policy. For example, students with financial aid or GI Bill® benefits are required to follow federal regulations regarding repeating courses. Please see the financial aid and veterans' sections of the Student Handbook for details.

Undergraduate and Graduate Programs

After grade replacement, once a course has been completed at Walsh College with a grade of "C" (2.000) or better, all subsequent attempts will receive a grade of Audit ("AU") and no credit.

Doctoral Programs

After grade replacement, once a course has been completed at Walsh College with a grade of "B" (3.000) or better, all subsequent attempts will receive a grade of Audit ("AU") and no credit.

Credit Hour Policy

Credit Hour Definition

The U.S. Department of Education (DOE) defines the credit hour as an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally established equivalency that reasonably approximates not less than 15 hours of instruction for each credit hour plus an additional two hours of out-of-class student work for each credit hour. In addition, an equivalent amount of work is required for other academic activities as established by the institution, including laboratory work, internships, and other academic work leading to the award of credit hours.

The Walsh College credit hour policy complies with this DOE requirement for both undergraduate and graduate programs:

- For every credit awarded, Walsh College requires 15 hours of direct faculty instruction (plus an additional 30 hours of homework or out-of-class study).
  - As an example, three credit courses will have 45 hours of direct faculty instruction (plus 90 hours of out-of-class study or homework)
  - For a three-credit course offered in an 11-week semester, 4-5 hours of direct faculty instruction are required each week, regardless of delivery method
  - Walsh College assumes that direct faculty instruction time may include breaks of up to 10-minutes per hour
- On campus or live synchronous courses (via Zoom, for example) will be scheduled for the required amount of time
- Online courses or online content will include the required amount of equivalent direct instructional time, as established by Walsh's "Workload Calculator"
- Blended or hybrid courses will combine the direct faculty instruction time for both on-campus or live synchronous content together with online equivalent content as needed to meet the total number of credit hour required

"Direct faculty instruction" is defined as the amount of time the faculty member is personally interacting with students within the context of the classroom. These are activities the instructor would need to be a part of or present for in some way. Examples include lectures, group or class discussions, Q&A sessions, a quiz or exam, and explaining instructions or expectations.

"Homework" or out-of-class study is defined as any activity an instructor would not conduct during in-class time. Students are expected to do these activities independent of the instructor and regular class meeting time. Examples include textbook or outside readings, working on assignments, writing papers, research, practice quizzes, homework problems, or independent project construction.

The Walsh College **"workload calculator"** is used to verify online instructional parity to parallel on-ground instruction and ensure content meets quality standards of delivery, as follows:

1. In class / screen time activities:
   a. Lectures – calculate approximately 15 minutes per Word page-length lecture.
   b. Videos, Voice-over PPT, Camtasia – add the run time and multiply by 2. (Example: a 5-minute video

= 10 minutes of screen/seat time, or 5 minutes times 2 = 10 minutes)

c. Activities included in the weekly modules – test them out and determine length of time.

d. Quizzes – add in the amount of time allotted for any quizzes. Approximately 1.5 – 2 minutes per question, based on a multiple-choice delivery. However, this may be longer for quantitative and qualitative type exams. (Professor and ID should discuss).

e. Discussions – The instructor will need to determine how long he/she expects a student to spend on the discussion board each week and clearly communicate this information to students. "It is expected that to succeed on the discussion board you will spend a minimum of x-hours (i.e., one hour) interacting with your peers….etc."

f. Web conferences / online chats – The professor will need to provide guidance as to the length of chat.

g. Other activities as determined.

Degree Completion Policy

In order to graduate, undergraduate and graduate students must complete a degree program within 60 consecutive calendar months (five years) from the initial date of enrollment at Walsh College (as designated by the first semester attended on the student's Walsh College transcript). Doctoral students must complete their program within 84 consecutive calendar months (seven years) from the initial date of enrollment at Walsh College (as designated by the first semester attended on the student's Walsh College transcript).

Should it appear that this time limit might not be met, undergraduate and graduate students should immediately consult with their academic advisor to request an extension. This request will be forwarded to the academic department chair for review and approval. If an extension is requested and granted, coursework more than five years old may be reviewed for currency. Additional coursework may be required to complete the degree. If an extension is not granted due to an insufficient portion of the program requirements having been completed, the student must update to the current degree program. Undergraduate credit will be applied toward a degree for coursework less than five years old in which the grade of "D-" (0.700) or better has been earned, with the exception of courses which require a "C" (2.000) or better to fulfill graduation requirements. All graduate courses require a minimum grade of "C" (2.000).

Students on an academic program may choose allowable electives for the same academic program that are offered in future Catalog years. Students are not required to update to the future academic program/catalog year to enroll in the new elective.

A readmitted undergraduate or graduate student who is granted credit for previously taken courses may be required to complete the program in a period of time less than 60 months (five years). The transcript of a readmitted student will reflect all courses taken, credit hours attempted, and grades received while in residence at Walsh College.

Doctoral students must successfully complete all coursework and final dissertation within a maximum of seven years (84 months) after commencing in the program. Any exceptions beyond the stated criteria will be determined by the doctoral program director. If a student is in good academic standing and stops out for medical or extenuating circumstances, the student may re-enter the program without reapplying for admission for up to one year from the stop out term. The student will be required to petition for re-entry into the program and must meet with the doctoral program director to work out a re-entry plan.

Grading System and Policies

Undergraduate and Graduate Level Grading Scale

Most undergraduate and graduate level courses taken at Walsh College are recorded by letter grade (A-F); the 4-point system (4.000) is used to compute the grade point average (GPA). Grades are awarded according to the following system:

UNDERGRADUATE AND GRADUATE LEVEL GRADING SCALE	
Grade	**Grade Points per Credit Hour**
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F	0.0

THE FOLLOWING GRADES ARE NOT COMPUTED IN GPA:		
Grade	Description	Grade Points per
AU	Audit	0*
I	Incomplete	0*
NR	No grade reported	0*
N	Not Passing	0*
P	Passing	0°
W	Withdrawal	0*

**Not included in computing hours, grade points or GPA.* Included in computing hours, but not included in computing grade points or GPA.

For all bachelor's degree programs, the grade of “C” (2.000) is the minimum acceptable grade for many courses. As a graduation requirement, an undergraduate student must maintain a 2.000 for both the overall cumulative grade point average and for the cumulative grade point average in their major. For undergraduate degree programs, satisfactory academic progress is a cumulative grade point average of 2.000 or better.

For all master's programs, including dual degree programs and graduate certificates, the grade of “C” (2.000) is an acceptable grade for the purposes of course completion for all courses. However, a 3.000 overall

cumulative grade point average must be achieved as a requirement for graduation. Satisfactory academic progress is a cumulative grade point average of 3.000.

“AU” (audit) denotes that the student is enrolled in a course for no grade and no credit. Upon completion of the course, a grade of “AU” will be noted on the student’s academic transcript. The decision to audit a course should be made at the time of registration. Once the add/drop period ends, a student cannot change their registration status from credit to audit or from audit to credit. A student desiring to audit a class must pay full tuition and fees. A designation of “AU” will be allowed only once per course. A grade of “AU” will automatically be issued to a student who repeats a course in which they have previously received equivalency transfer credit, an exclusion, waiver or advanced standing. After grade replacement, once a course has been completed at Walsh College with a grade of “C” or better, all subsequent attempts will receive a grade of “AU” and no credit.

“I” (incomplete) is a temporary grade used by an instructor in cases when the student is unable to complete course requirements because of illness or other justifiable circumstances.

An incomplete grade can only be issued if:

- Approved in advance by the instructor
- The remaining coursework cannot be completed for reasons clearly beyond the student’s control
- The student has only a minor portion of the semester’s coursework to complete
- The work completed to date is not less than “C” (2.000) in quality
- The remaining coursework can be completed within four weeks after the end of the semester in which the “I” is granted.

The student must initiate the request for an incomplete grade with the instructor of the course. If the incomplete grade is granted, the instructor will issue an “I” grade when submitting their final grades. It is the student’s responsibility to contact the instructor and make arrangements for completing the remaining work within the four-week timeframe. If the coursework is not completed within the four-week period, the grade of “I” will be changed to the grade of “F” (failing). The student will be notified of the grade change.

“NR” (no grade reported) is a temporary grade indicating the final grade has not yet been submitted. The “NR” grade will be replaced by the appropriate letter grade (A-F) when submitted by the instructor.

“N” (not passing) is only used in courses that are graded on a pass/no pass basis and indicates that the course has not been completed successfully.

“P” (passing) is only used in courses that are graded on a pass/no pass basis and indicates that the course has been completed successfully.

“W” (withdrawal) indicates the student has withdrawn from the course. This grade earns no credit for purposes of graduation and is not included in a student’s grade point average computation. However, the grade does appear on the student’s academic transcript. A student may withdraw from the same course no more than twice during their academic career. Withdrawing from separate sections of courses that are equated will be considered separate withdrawal attempts. A letter grade of A through F will be issued on a student’s academic transcript when the withdrawn course is repeated for the third time.

Doctoral Level Grading Scale

Most doctoral courses taken at Walsh College are recorded by letter grade (A-C and F); the 4-point system (4.000) is used to compute the grade point average (GPA). Grades are awarded according to the following system:

DOCTORAL LEVEL GRADING SCALE		
Grade	**Grade Points per Credit Hour**	
A	4.0	
B	3.0	
C	2.0	
F	0.0	
THE FOLLOWING GRADES ARE NOT COMPUTED IN GPA:		
Grade	Description	Grade Points per
I	Incomplete	0*
NG	No grade	0*
NR	No grade reported	0*
P	Passing	0*
W	Withdrawal	0*

**Not included in computing hours, grade points or GPA.* Included in computing hours, but not included in computing grade points or GPA.

Grade of "C" or Better

Students in the doctoral program may earn a grade of "C" (2.000) one time only. A second grade of "C" (2.000) will result in automatic dismissal. If there are extenuating circumstances, a student may appeal the dismissal. Reentry into the program will be determined by the Doctoral Program Committee.

Grade of "F"

Any work below the level of "C" (2.000) is considered failing and will be issued the grade of "F" (0.000). A student who earns a grade of "F" (0.000) in any one course will be automatically dismissed from the program. If there are extenuating circumstances, a student may appeal the dismissal. Reentry into the program will be determined by Doctoral Program Committee.

Grade of "NG"

A grade of "NG" (No Grade) will be used as a placeholder for doctoral students who are completing their dissertation courses.

Grade of "NR"

A grade of "NR" (No Grade Reported) is a temporary grade indicating the instructor has not yet submitted his/her final grades. The "NR" grade will be replaced by the appropriate academic grade once it has been submitted by the faculty member.

Grade of "P"

A grade of "P" (Passing) is only used in courses that are graded on a pass/fail basis and indicates that the course has been completed successfully.

Grade of "I"

A grade of "I" (incomplete) is a temporary grade used by an instructor in cases when the student is unable to complete course requirements because of illness or other justifiable circumstances. An incomplete grade can only be issued if:

- Approved in advance by the instructor
- The remaining coursework cannot be completed for reasons clearly beyond the student's control
- The student has only a minor portion of the semester's coursework to complete
- The work completed to date is not less than "C" (2.000) in quality
- The remaining coursework can be completed within four weeks after the end of the semester in which the "I" is granted.

The student must initiate the request for an incomplete grade with the instructor of the course. If the incomplete grade is granted, the instructor will issue an "I" grade when submitting their final grades. It is the student's responsibility to contact the instructor and make arrangements for completing the remaining work within the four-week time frame. If the coursework is not completed within the four-week period, the grade of "I" will be changed to the grade of "F" (failing). The student will be notified of the grade change.

Grade of "W"

A grade of "W" (Withdrawal) indicates the student has withdrawn from the course. This grade earns no credit and is not included in a student's grade point average computation, but the grade does appear on the student's academic transcript. A student may withdraw only one time from each course during his or her academic career. A letter grade of A to C or F will be issued on a student's academic transcript when the withdrawn course is repeated.

A student who withdraws from only one course in a semester must meet with the Doctoral Program Director to develop a plan of work.

The Doctoral Program Director will review each student's academic performance periodically. To remain in good standing, students must maintain a minimum cumulative 3.000 Grade Point Average (GPA) in Walsh College coursework taken after admission to the Program. Students with a GPA below 3.000 will be placed on academic probation. Students who do not meet the terms of the academic probation will be dropped from the Program.

Cumulative Grade Point Averages

A student's cumulative grade point average is computed by dividing the total grade points earned to date by the total number of hours attempted. Grade point average calculations are carried out to the third position after the decimal point. Grade points are calculated by multiplying the number of credit hours for the course by the number of points earned on the grading scale. For example, a grade of B for a 3-credit hour course produces 3 (credit hours) x 3 (points for a grade of B), or 9 grade points. The grade of "F" (0.000) is included in the calculation of cumulative grade point averages. When a student repeats a course under the Course Repeat Policy, both grades will appear on the academic transcript, but only the better grade will be used to compute the cumulative grade point average. If, after the one-time replacement, the course has not been passed, all subsequent grades will be factored into the cumulative grade point average along with the better of

the original and replaced grades. Only courses taken at Walsh College are used to determine a student's grade point average.

Major Grade Point Averages - Undergraduate Students

In addition to maintaining an overall cumulative grade point average of 2.000, undergraduate students are required to maintain a 2.000 grade point average in their major courses. A student's major grade point average is computed by dividing the total grade points earned for all major courses by the total number of hours attempted in those courses. All courses taken within the major, credit hours attempted, and grades received will be used to compute the student's major grade point average, with the exception of those courses and grades that have been replaced under the Course Repeat Policy. Courses repeated under this policy will be excluded from major grade point average calculation. Please refer to the Undergraduate Graduation Requirements section of the Catalog for each individual program for the courses that are used to compute the major grade point average.

Semester Grade Point Averages

A student's semester grade point average is computed by dividing the total grade points for that semester by the number of credit hours attempted. Grade point average calculations are carried out to the third position after the decimal point. The grade of "F" (0.000) is included in the calculation of grade point averages.

Viewing Grades

Grades may be viewed online on the Academic Records card in the Walsh College Student Portal.

Appealing Final Grades/Grade Changes

A student who questions or wishes to clarify a grade must contact the instructor and provide specific arguments for the grade change to resolve the dispute within four weeks after the start of the next semester. A request by a student to dispute their grade after this four-week period will not be considered.

If an error has been made, the instructor must submit an official change of grade to the registrar and director of records and registration certifying reasons for the change of grade. Upon receiving documentation from the instructor, the registrar and director of records and registration will change the grade and post the grade on the Grades/GPA by Term on the Academic Records card in the Walsh College Student Portal. In exceptional or unusual circumstances, the registrar and director of records and registration may determine that additional signature approval must be obtained by the department chairperson and/or the dean of academics (or approved designee) prior to processing the grade change.

Step 1 – Instructor

Contact the class instructor involved to resolve the problem. If resolution cannot be achieved at the instructor level, a student can petition the chair of the department involved. The student may not proceed to step two until the final grade is discussed with the instructor.

Step 2 – Department Chair

The department chair will investigate the matter and attempt to resolve the issue. The chair will notify the student and the class instructor of the decision. The student may not proceed to step three until the final grade is discussed with the department chair.

Step 3 – Final Appeal

If resolution cannot be achieved at the departmental level, a final review may be conducted by the dean of academics. It must be demonstrated to the dean of academics that an instructor's evaluation was based entirely or in part on factors that are inappropriate or irrelevant both to academic performance and applicable

professional standards. In this case, the dean of academics will have the student's performance reassessed and good faith evaluation established. The decision of the dean of academics is final.

Undergraduate Earned Credit Policy

Undergraduate credit is earned for a course only when the student is issued a grade of "D-" (0.700) or better, except for those specific courses, or their substitute(s), in which a grade of "C" (2.000) or better is required. All grades from Walsh College undergraduate coursework will be used to compute the student's undergraduate cumulative and major grade point average, with the exception of those grades that have been replaced under the Course Repeat Policy. Grades replaced under this policy will be excluded from the cumulative and major grade point average.

Undergraduate students may enroll in approved graduate level (500 or 600 level) courses for up to 12 semester credit hours. All graduate courses taken, and grades received under this status will be reflected on the student's undergraduate transcript and will be used in computing the student's cumulative grade point average for purposes of graduation. Students are responsible for paying graduate-level tuition and course fees. Please note that students cannot switch from the undergraduate version of a course to the graduate version of the course after the add/drop period ends in any given semester.

An undergraduate student who wishes to take a graduate course to fulfill their undergraduate degree requirements should contact their academic advisor to determine if the course may be applied as advanced standing to any Walsh College graduate degree program.

Graduate Earned Credit Policy

Graduate credit is earned for a course only when the student is issued a grade of "C" (2.000) or better. All grades from Walsh College graduate coursework will be used to compute the student's graduate cumulative grade point average, with the exception of those grades that have been replaced under the Course Repeat Policy. Grades replaced under this policy will be excluded from the cumulative grade point average. A graduate student may enroll in undergraduate courses. Students must complete a non-degree application for admissions in order to take an undergraduate course. Grades received in an undergraduate course will be noted on a non-degree transcript and will not be computed in the student's graduate cumulative grade point average.

Doctoral Earned Credit Policy

All grades from Walsh College doctoral coursework will be used to compute the student's doctoral cumulative grade point average. With approval of the Doctoral Program Chair, a doctoral student may enroll in a graduate level course. All graduate and doctoral level coursework will be computed in the student's doctoral cumulative grade point average.

Residency Policy

An undergraduate degree candidate must complete the following minimum residency requirements at Walsh College:

- Bachelor of Accountancy degree candidates must complete a minimum of 45 semester credit hours in residence in the BAC program at Walsh.
- Bachelor of Science in Information Technology degree candidates must complete a minimum of 45 semester credit hours in residence in the BSIT program at Walsh.
- Bachelor of Business Administration degree candidates must complete a minimum of 42 semester credit

hours in residence in the BBA program at Walsh.

- Bachelor of Science in Applied Management degree candidates must complete a minimum of 30 semester credit hours in residence in the BSAM program at Walsh.

Certain undergraduate students may be eligible to transfer up to a maximum of 9 additional semester credit hours of approved equivalent junior/senior (300-400) level coursework from a regional accrediting organization recognized by the Council for Higher Education Accreditation (CHEA) and U.S. Department of Education (USDE), www.chea.org. These additional transferred semester credit hours may reduce the number of hours required in residency by a corresponding number.

A graduate degree candidate must complete the following minimum residency requirements (excluding foundation coursework) at Walsh College:

- Master of Business Administration degree requires a minimum of 23 semester credit hours in residence in the MBA program at Walsh.
- International Tech Master of Business Administration degree requires a minimum of 24 semester credit hours in residence in the MBAITECH program at Walsh.
- STEM Master of Business Administration degree requires a minimum of 23 semester credit hours in residence in the MBASTEM program at Walsh.
- Tech Master of Business Administration degree requires a minimum of 18 semester credit hours in residence in the TECHMBA program at Walsh.
- Master of Science in Accountancy degree requires a minimum of 18-24 semester credit hours in residence in the MAC program at Walsh.
- Master of Science in Data Analytics degree requires a minimum of 18 semester credit hours in residence in the MBA program at Walsh.
- Master of Science in Finance degree requires a minimum of 18 semester credit hours in residence in the MSF program at Walsh.
- Master of Science in Information Technology degree requires a minimum of 18 semester credit hours in residence in the MSIT program at Walsh.
- Master of Science in Information Technology Leadership degree requires a minimum of 18 semester credit hours in residence in the MSITL program at Walsh.
- Master of Science in Management degree requires a minimum of 18 semester credit hours in residence in the MSM program at Walsh.
- Master of Science in Marketing degree requires a minimum of 18 semester credit hours in residence in the MSMKT program at Walsh.
- Master of Science in Taxation degree requires a minimum of 18 semester credit hours in residence in the MST program at Walsh.
- Dual Master of Business Administration and Master of Science in Finance degree requires a minimum of 40 semester credit hours in residence in the MBA/MSF program at Walsh.
- Dual Master of Business Administration and Master of Science in Management degree requires a minimum of 38 semester credit hours in residence in the MBA/MSM program at Walsh.
- Dual Master of Business Administration and Master of Science in Marketing degree requires a minimum

of 38 semester credit hours in residence in the MBA/MSMKT program at Walsh.

- Dual Master of Science in Accountancy and Master of Business Administration degree requires a minimum of 36 semester credit hours in residence in the MAC/MBA program at Walsh.
- Dual STEM Master of Business Administration and Master of Science in Information Technology Leadership degree requires a minimum of 40 semester credit hours in residence in the MBASTEM/ITL program at Walsh.

A certificate candidate must complete the following minimum residency requirements at Walsh College:

- The Cybersecurity certificate requires a minimum 9 semester credit hours in residence in the Cybersecurity certificate program at Walsh.
- The Data Analytics certificate requires a minimum 9 semester credit hours in residence in the Data Analytics certificate program at Walsh.
- The Global Project and Program Management certificate requires a minimum 9 semester credit hours in residence in the Global Project and Program Management certificate program at Walsh.
- The Human Resource Management certificate requires a minimum 9 semester credit hours in residence in the Human Resource Management certificate program at Walsh.
- The Strategic Business Communication certificate requires a minimum 9 semester credit hours in residence in the Strategic Business Communication certificate program at Walsh.

A doctoral student must complete the following minimum residency requirements at Walsh College:

- All doctoral programs require a minimum of 30 semester credit hours in residence at Walsh.

Walsh College Degree Programs

Bachelor's Programs

Master's Programs

Dual Master's Programs

*ACBSP requires new programs to be in place for two years and have graduates from the program before it will be reviewed for accreditation.

Undergraduate Degree Programs

This section of the Catalog provides details on Walsh College undergraduate degree programs and the requirements of all bachelor's degree students, including professional core, program core/major, concentration, elective courses and graduation requirements.

Accountancy, Bachelor of (BAC)

Program Requirements

BAC Professional Core

ACC 300	FINANCIAL ACCOUNTING	3
ACC 310	MANAGERIAL ACCOUNTING	3
BL 301	BUSINESS LAW I	3
BL 302	BUSINESS LAW II	3
COM 210	PRINCIPLES OF BUSINESS COMMUNICATIONS	3
COM 300*	COMMUNICATION ESSENTIALS	1
COM 320	BUSINESS COMMUNICATION METHODS	3
COM 340	PROFESSIONAL COMMUNICATION	3
ECN 201**	PRINCIPLES OF ECONOMICS I	3
ECN 202**	PRINCIPLES OF ECONOMICS II	3
ENG 100**	ENGLISH COMPOSITION	
FIN 315	FINANCIAL MANAGEMENT	3
IT 305	BUSINESS COMPUTING TOOLS	3
IT 335	BUSINESS DRIVEN TECHNOLOGY	3
MGT 201	PRINCIPLES OF MANAGEMENT	3
MGT 303	BEHAVIORAL MANAGEMENT	3
MKT 202	PRINCIPLES OF MARKETING	3
MTH 300	BUSINESS ALGEBRA	3
QM 202	STATISTICAL METHODS FOR BUSINESS	3

BAC Program Core

ACC 301	INTERMEDIATE ACCOUNTING I	3
ACC 302	INTERMEDIATE ACCOUNTING II	3
ACC 303	FINANCIAL ACCOUNTING CONCEPTS	3
ACC 406	ACCOUNTING INFORMATION SYSTEMS	3
ACC 415	AUDITING	3
ACC 419	ADVANCED MANAGERIAL ACCOUNTING	3
TAX 495	TAX AND BUSINESS TAXATION I	3

Concentrations – Select One

Certified Public Accountant (CPA) Concentration

Complete the following four courses.

ACC 411	BUSINESS COMBINATIONS	3

ACC 412	GOVERNMENT & NOT-FOR-PROFIT ACCOUNTING	3
TAX 496	TAX AND BUSINESS TAXATION II	3
TAX 497	TAX & BUSINESS TAXATION III	3

Certified Management Accountant (CMA) Concentration

Complete the following three courses and choose one course from the CMA required elective options.

FIN 310	FINANCIAL MARKETS	3
FIN 403	INVESTMENT MANAGEMENT	3
FIN 406	FINANCIAL STATEMENT ANALYSIS	3

CMA Required Electives

Choose one course from the following:

FIN 412	INTERNATIONAL ECONOMICS AND FINANCE	3
FIN 425	FINANCIAL MODELING	3
FIN 460	FUNDAMENTALS OF FINANCIAL FRAUD	3

Additional Electives (if required)

If needed to complete the 45-hour residency requirements, choose from the following electives:

Any 300-400 level course (not already required), except BL 420.

Notes:
*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Assessment. The Communication Assessment must be completed within the student's first semester of enrollment at Walsh College.

COM 320: Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh College.

COM 340: Students are required to take COM 340 within their first 15 semester credit hours in residence at Walsh College.

**ECN 201, ECN 202 and ENG 100 must be taken at the transfer institution prior to attendance or through concurrent enrollment.

BAC students have the ability to Fast Track their degree by taking 12 semester credit hours (4 courses) at the graduate level. Please refer to the Fast Track tab for further details.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Fast Track Option

Walsh Fast Track allows undergraduate students the ability to complete a maximum of four graduate-level courses as part of their undergraduate degree requirements. Graduate level courses successfully completed with a grade of "C" (2.000) or higher will be considered for advanced standing credit in the chosen graduate

degree, if applicable. A maximum of 12 semester credit hours of advanced standing credit is allowable for graduate degree programs. A student must be in good standing to pursue the Fast Track program. Completion of graduate level courses does not guarantee admission to graduate level programs.

The following graduate level courses can be taken to replace undergraduate level courses:

BACHELOR OF ACCOUNTANCY	MASTER OF ACCOUNTANCY	MASTER OF SCIENCE IN TAX
ACC 303	ACC 503	
ACC 406	ACC 506	
ACC 411	ACC 511	
ACC 412	ACC 512	
ACC 415	ACC 515	
COM 340		TAX 598 OR TAX 599
FIN 315		TAX 598 OR TAX 599
IT 335		TAX 598 OR TAX 599

Graduation Requirements

To graduate with a Bachelor of Accountancy degree from Walsh College, students must meet general and program-specific graduation requirements. All students must:

- Complete a program of study within 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). A student's program of study is the specific curriculum required by the institution at the time of the student's matriculation as an undergraduate degree candidate at Walsh College unless the student changes majors or degrees while attending Walsh College. If a student changes majors or degrees, the program of study is the specific curriculum required by the College at the time the student officially changes the major or degree.

- Earn 30 semester credit hours of general education coursework to include one course in English composition or written communication from a regionally accredited U.S. institution, one mathematics course from the following: Intermediate algebra course; Mathematics course that satisfies MTA; or a higher-level mathematics course or placement. The following courses taken in residence at Walsh College will count towards the General Education requirement:
  COM 210
  COM 300
  MTH 300
  QM 202
  QM 301
  QM 520 (if taken to replace QM 301 as part of the Fast Track program)

- Earn a minimum of 127 semester credit hours (including credits transferred into Walsh College) must be completed to earn a Bachelor of Accountancy degree. Generally, a minimum of 45 semester credit hours must be taken in residence at Walsh College.

- Achieve a grade point average of 2.000 ("C") or better in the major. The following courses are used to calculate major GPA:
  All ACC courses,
  All BL courses,
  All FIN courses,
  All TAX courses,

Any course (including graduate level courses) being used to replace an ACC, BL, FIN, or TAX required course.

- Achieve a cumulative grade point average of 2.000 ("C") or better in residence at Walsh College.
- Complete all communication courses (COM 210, 320, 340 with a grade of "C" (2.000) or better. If COM 300 is required, the course must be completed with a grade of P (Pass).
- Limited to a maximum of 12 semester credit hours of allowable graduate level coursework. All courses completed at the graduate level need to be completed with a grade of "C" (2.000) or better in residence at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Finance, Bachelor of Business Administration (BBAFIN)

Program Requirements

BBA Professional Core

ACC 300	FINANCIAL ACCOUNTING	3
ACC 310	MANAGERIAL ACCOUNTING	3
BL 420	THE LEGAL ENVIRONMENT OF BUSINESS	3
COM 210	PRINCIPLES OF BUSINESS COMMUNICATIONS	3
COM 300*	COMMUNICATION ESSENTIALS	1
COM 320	BUSINESS COMMUNICATION METHODS	3
COM 340	PROFESSIONAL COMMUNICATION	3
ECN 201**	PRINCIPLES OF ECONOMICS I	3
ECN 202**	PRINCIPLES OF ECONOMICS II	3
ENG 100**	ENGLISH COMPOSITION	
FIN 310	FINANCIAL MARKETS	3
FIN 315	FINANCIAL MANAGEMENT	3
IT 305	BUSINESS COMPUTING TOOLS	3
IT 335	BUSINESS DRIVEN TECHNOLOGY	3
MGT 201	PRINCIPLES OF MANAGEMENT	3
MGT 303	BEHAVIORAL MANAGEMENT	3
MGT 461	BUSINESS STRATEGY AND POLICY (CAPSTONE)	3
MKT 202	PRINCIPLES OF MARKETING	3
MTH 300	BUSINESS ALGEBRA	3
QM 202	STATISTICAL METHODS FOR BUSINESS	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3

Required Finance Major Courses

FIN 403	INVESTMENT MANAGEMENT	3
FIN 406	FINANCIAL STATEMENT ANALYSIS	3
FIN 412	INTERNATIONAL ECONOMICS AND FINANCE	3
FIN 425	FINANCIAL MODELING	3
	Electives	9

Required Electives

Choose three electives from the following:

ECN 405	MANAGERIAL ECONOMICS	3
FIN 321	RISK MANAGEMENT & INSURANCE	3
FIN 401	PERSONAL FINANCE	3
FIN 407	ENTREPRENEURIAL FINANCE	3
FIN 419	FINANCIAL HISTORY OF THE UNITED STATES	3
FIN 420	REAL ESTATE PRINCIPLES	3
FIN 460	FUNDAMENTALS OF FINANCIAL FRAUD	3
FIN 488	FINANCIAL INTERNSHIP	3

Additional Electives (if required)

If needed to complete the residency requirements, choose any 300-400 level course not already required.

Notes:
*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Assessment. The Communication Assessment must be completed within the student's first semester of enrollment at Walsh College.

COM 320: Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh College.

COM 340: Students are required to take COM 340 within their first 15 semester credit hours in residence at Walsh College.

**ECN 201, ECN 202 and ENG 100 must be taken at the transfer institution prior to attendance or through concurrent enrollment.

BBA students have the ability to Fast Track their degree by taking 12 semester credit hours (4 courses) at the graduate level. Please refer to the Fast Track tab for further details.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Fast Track Option

Walsh Fast Track allows undergraduate students the ability to complete a maximum of four graduate-level courses as part of their undergraduate degree requirements. Graduate level courses successfully completed with a grade of "C" (2.000) or higher will be considered for advanced standing credit in the chosen graduate degree, if applicable. A maximum of 12 semester credit hours of advanced standing credit is allowable for graduate degree programs. A student must be in good standing to pursue the Fast Track program. Completion of graduate level courses does not guarantee admission to graduate level programs.

The following graduate level courses can be taken to replace undergraduate level courses:

BACHELOR OF BUSINESS ADMINISTRATION - FINANCE	MASTER OF BUSINESS ADMINISTRATION & STEM MASTER OF BUSINESS ADMINISTRATION	MASTER OF SCIENCE - FINANCE	MASTER OF SCIENCE- MARKETING	MASTER OF SCIENCE -INFORMATION TECHNOLOGY LEADERSHIP
BL 420	BL 558			
COM 340			COM 510	COM 510
ECN 202		ECN 600		
ECN 405	ECN 602	ECN 602		
FIN 315	FIN 610	FIN 610		
FIN 403	FIN 611	FIN 611		
FIN 406	FIN 621	FIN 621		
IT 335	IT 520			IT 520
QM 301			QM 520	QM 520
MAJOR ELECTIVE	FIN 610	FIN 610		
MAJOR ELECTIVE	FIN 620	FIN 620		

Any approved Fast Track course options not already noted above may count toward a concentration in applicable graduate programs. One preapproved Fast Track course from another discipline can be used in place of MSF elective.

Graduation Requirements

To graduate with a Bachelor of Business Administration degree from Walsh College, students must meet general and program-specific graduation requirements. All students must:

- Complete a program of study within 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). A student's program of study is the specific curriculum required by the institution at the time of the student's matriculation as an undergraduate degree candidate at Walsh unless the student changes majors or degrees while attending Walsh. If a student changes majors or degrees, the program of study is the specific curriculum required by the College at the time the student officially changes the major or degree.
- Earn 30 semester credit hours of general education coursework to include one course in English composition or written communication from a regionally accredited U.S. institution, one mathematics course from the following: Intermediate algebra course; Mathematics course that satisfies MTA; or a

higher-level mathematics course or placement. The following courses taken in residence at Walsh College will count towards the General Education requirement:
COM 210
COM 300
MTH 300
QM 202
QM 301
QM 520 (if taken to replace QM 301 as part of the Fast Track program)

- Earn a minimum of 124 semester credit hours toward a bachelor's degree, including a maximum of 82 semester credit hours transferred to Walsh College.
- Achieve a grade point average of 2.000 ("C") or better in the major. The following courses are used to calculate major GPA:
  All ECN courses,
  All FIN courses,
  Any course (including graduate level courses) being used to replace an ECN or FIN required course.
- Achieve a cumulative grade point average of 2.000 ("C") or better in residence at Walsh College.
- Complete all communication courses (COM 210, 320, 340 with a grade of "C" (2.000) or better. If COM 300 is required, the course must be completed with a grade of P (Pass).
- Limited to a maximum of 6 semester credit hours of directed study, practicum and/or internship coursework except BBA.MGT and BBA.MKT majors who may elect to take a 9-credit internship (MGT 488 or MKT 488).
- Limited to a maximum of 12 semester credit hours of allowable graduate level coursework. All courses completed at the graduate level need to be completed with a grade of "C" (2.000) or better in residence at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

General Business, Bachelor of Business Administration (BBAGB)

Program Requirements

BBA Professional Core

ACC 300	FINANCIAL ACCOUNTING	3
ACC 310	MANAGERIAL ACCOUNTING	3
BL 420	THE LEGAL ENVIRONMENT OF BUSINESS	3
COM 210	PRINCIPLES OF BUSINESS COMMUNICATIONS	3
COM 300*	COMMUNICATION ESSENTIALS	1
COM 320	BUSINESS COMMUNICATION METHODS	3
COM 340	PROFESSIONAL COMMUNICATION	3
ECN 201**	PRINCIPLES OF ECONOMICS I	3

ECN 202**	PRINCIPLES OF ECONOMICS II	3
ENG 100**	ENGLISH COMPOSITION	
FIN 310	FINANCIAL MARKETS	3
FIN 315	FINANCIAL MANAGEMENT	3
IT 305	BUSINESS COMPUTING TOOLS	3
IT 335	BUSINESS DRIVEN TECHNOLOGY	3
MGT 201	PRINCIPLES OF MANAGEMENT	3
MGT 303	BEHAVIORAL MANAGEMENT	3
MGT 461	BUSINESS STRATEGY AND POLICY (CAPSTONE)	3
MKT 202	PRINCIPLES OF MARKETING	3
MTH 300	BUSINESS ALGEBRA	3
QM 202	STATISTICAL METHODS FOR BUSINESS	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3

Required General Business Course

MGT 462	DIVERSITY AND INCLUSION	3

Required Electives

Choose two 300-400 level courses (six credits) not already required in the program.

Additional Electives (if required)

If needed to complete the residency requirements, choose any 300-400 level course not already required.

Notes:
*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Assessment. The Communication Assessment must be completed within the student's first semester of enrollment at Walsh College.

COM 320: Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh College.

COM 340: Students are required to take COM 340 within their first 15 semester credit hours in residence at Walsh College.

**ECN 201, ECN 202 and ENG 100 must be taken at the transfer institution prior to attendance or through concurrent enrollment.

BBA students have the ability to Fast Track their degree by taking 12 semester credit hours (4 courses) at the graduate level. Please refer to the Fast Track tab for further details.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Fast Track Option

Walsh Fast Track allows undergraduate students the ability to complete a maximum of four graduate-level courses as part of their undergraduate degree requirements. Graduate level courses successfully completed with a grade of "C" (2.000) or higher will be considered for advanced standing credit in the chosen graduate degree, if applicable. A maximum of 12 semester credit hours of advanced standing credit is allowable for graduate degree programs. A student must be in good standing to pursue the Fast Track program. Completion of graduate level courses does not guarantee admission to graduate level programs.

The following graduate level courses can be taken to replace undergraduate level courses:

BACHELOR OF BUSINESS ADMINISTRATION - GENERAL BUSINESS	MASTER OF BUSINESS ADMINISTRATION & STEM MASTER OF BUSINESS ADMINISTRATION	MASTER OF SCIENCE - FINANCE	MASTER OF SCIENCE - MANAGEMENT	MASTER OF SCIENCE- MARKETING	MASTER OF SCIENCE - INFORMATION TECHNOLOGY LEADERSHIP
BL 420	BL 558				
COM 340			MGT 606	COM 510	COM 510
ECN 202		ECN 600			
FIN 315	FIN 500				
IT 335	IT 520				IT 520
MAJOR COURSE	ECN 602	ECN 602			
MAJOR COURSE	MGT 600		MGT 600	MGT 600	
MAJOR COURSE	MGT 601		MGT 601	MGT 601	
MAJOR COURSE			MGT 603	MGT 603	
MAJOR COURSE			MGT 604		
MAJOR COURSE			HRM or SBE Concentration: MGT 555		
MAJOR COURSE				MKT 550	
MAJOR COURSE	MKT Business Literacy Course: MKT 541, MKT 542, MKT 543, or MKT 555				
MAJOR COURSE	Marketing Concentration: MKT 500 LEVEL ELECTIVE			MKT 500 LEVEL ELECTIVE	
QM 301				QM 520	QM 520

Any approved Fast Track course options not already noted above may count toward a concentration in applicable graduate programs.

Graduation Requirements

To graduate with a Bachelor of Business Administration degree from Walsh College, students must meet general and program-specific graduation requirements. All students must:

- Complete a program of study within 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). A student's program of study is the specific curriculum required by the institution at the time of the student's matriculation as an undergraduate degree candidate at Walsh College unless the student changes majors or degrees while attending Walsh College. If a student changes majors or degrees, the program of study is the specific curriculum required by the College at the time the student officially changes the major or degree.
- Earn 30 semester credit hours of general education coursework to include one course in English composition or written communication from a regionally accredited U.S. institution, one mathematics course from the following: Intermediate algebra course; Mathematics course that satisfies MTA; or a higher-level mathematics course or placement. The following courses taken in residence at Walsh College will count towards the General Education requirement:
  COM 210
  COM 300
  MTH 300
  QM 202
  QM 301
  QM 520 (if taken to replace QM 301 as part of the Fast Track program)
- Earn a minimum of 124 semester credit hours toward a bachelor's degree, including a maximum of 82 semester credit hours transferred to Walsh College.
- Complete MGT 462 and all other courses used in the major in residence at Walsh College with a grade of "C" (2.000) or better.
- Achieve a grade point average of 2.000 ("C") or better in the major.
- Achieve a cumulative grade point average of 2.000 ("C") or better in residence at Walsh College.
- Complete all communication courses (COM 210, 320, 340 with a grade of "C" (2.000) or better. If COM 300 is required, the course must be completed with a grade of P (Pass).
- Limited to a maximum of 6 semester credit hours of directed study, practicum and/or internship coursework except BBA.MGT and BBA.MKT majors who may elect to take a 9-credit internship (MGT 488 or MKT 488).
- Limited to a maximum of 12 semester credit hours of allowable graduate level coursework. All courses completed at the graduate level need to be completed with a grade of "C" (2.000) or better in residence at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Human Resource Management, Bachelor of Business Administration (BBAHRM)

Program Requirements

BBA Professional Core

ACC 300	FINANCIAL ACCOUNTING	3
ACC 310	MANAGERIAL ACCOUNTING	3
BL 420	THE LEGAL ENVIRONMENT OF BUSINESS	3
COM 210	PRINCIPLES OF BUSINESS COMMUNICATIONS	3
COM 300*	COMMUNICATION ESSENTIALS	1
COM 320	BUSINESS COMMUNICATION METHODS	3
COM 340	PROFESSIONAL COMMUNICATION	3
ECN 201**	PRINCIPLES OF ECONOMICS I	3
ECN 202**	PRINCIPLES OF ECONOMICS II	3
ENG 100**	ENGLISH COMPOSITION	
FIN 310	FINANCIAL MARKETS	3
FIN 315	FINANCIAL MANAGEMENT	3
IT 305	BUSINESS COMPUTING TOOLS	3
IT 335	BUSINESS DRIVEN TECHNOLOGY	3
MGT 201	PRINCIPLES OF MANAGEMENT	3
MGT 303	BEHAVIORAL MANAGEMENT	3
MGT 461	BUSINESS STRATEGY AND POLICY (CAPSTONE)	3
MKT 202	PRINCIPLES OF MARKETING	3
MTH 300	BUSINESS ALGEBRA	3
QM 202	STATISTICAL METHODS FOR BUSINESS	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3

Required Human Resource Management Major Courses

MGT 404	HUMAN RESOURCE MANAGEMENT	3
MGT 405	MANAGEMENT AND LABOR RELATIONS	3
MGT 406	SMALL BUSINESS LEGAL AND TAX ISSUES	3
MGT 453	ORGANIZATIONAL LEADERSHIP	3
MGT 457	GLOBAL MANAGEMENT	3
MGT 462	DIVERSITY AND INCLUSION	3
MGT 471	SMALL BUSINESS MANAGEMENT	3

Additional Electives (if required)

If needed to complete the residency requirements, choose any 300-400 level course not already required.

Notes:
*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Assessment. The Communication Assessment must be completed within the student's first semester of enrollment at Walsh College.

COM 320: Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh College.

COM 340: Students are required to take COM 340 within their first 15 semester credit hours in residence at Walsh College.

**ECN 201, ECN 202 and ENG 100 must be taken at the transfer institution prior to attendance or through concurrent enrollment.

BBA students have the ability to Fast Track their degree by taking 12 semester credit hours (4 courses) at the graduate level. Please refer to the Fast Track tab for further details.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Fast Track Option

Walsh Fast Track allows undergraduate students the ability to complete a maximum of four graduate-level courses as part of their undergraduate degree requirements. Graduate level courses successfully completed with a grade of "C" (2.000) or higher will be considered for advanced standing credit in the chosen graduate degree, if applicable. A maximum of 12 semester credit hours of advanced standing credit is allowable for graduate degree programs. A student must be in good standing to pursue the Fast Track program. Completion of graduate level courses does not guarantee admission to graduate level programs.

The following graduate level courses can be taken to replace undergraduate level courses:

BACHELOR OF BUSINESS ADMINISTRATION - HUMAN RESOURCE MANAGEMENT	MASTER OF BUSINESS ADMINISTRATION& STEM MASTER OF BUSINESS ADMINISTRATION	MASTER OF SCIENCE - MANAGEMENT	MASTER OF SCIENCE- MARKETING	MASTER OF SCIENCE - INFORMATION TECHNOLOGY LEADERSHIP
BL 420	BL 558			
COM 340		MGT 606	COM 510	COM 510
FIN 315	FIN 500			
IT 335	IT 520			IT 520
MGT 404		HRM or SBE Concentration: MGT 555		
MGT 405		HRM or SBE Concentration: MGT 555		
MGT 406	BL 558			
MGT 453	MGT 600	MGT 600	MGT 600	
MGT 457		MGT 604		
MGT 471	MGT 601	MGT 601	MGT 601	
QM 301			QM 520	QM 520

Any approved Fast Track course options not already noted above may count toward a concentration in applicable graduate programs.

Graduation Requirements

To graduate with a Bachelor of Business Administration degree from Walsh College, students must meet general and program-specific graduation requirements. All students must:

- Complete a program of study within 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). A student's program of study is the specific curriculum required by the institution at the time of the student's matriculation as an undergraduate degree candidate at Walsh College unless the student changes majors or degrees while attending Walsh College. If a student changes majors or degrees, the program of study is the specific curriculum required by the College at the time the student officially changes the major or degree.

- Earn 30 semester credit hours of general education coursework to include one course in English composition or written communication from a regionally accredited U.S. institution, one mathematics course from the following: Intermediate algebra course; Mathematics course that satisfies MTA; or a higher-level mathematics course or placement. The following courses taken in residence at Walsh College will count towards the General Education requirement:
  COM 210
  COM 300
  MTH 300
  QM 202
  QM 301

QM 520 (if taken to replace QM 301 as part of the Fast Track program)

- Earn a minimum of 124 semester credit hours toward a bachelor's degree, including a maximum of 82 semester credit hours transferred to Walsh College.
- Achieve a grade point average of 2.000 ("C") or better in the major. The following courses are used to calculate major GPA:
  All MGT courses,
  Any course (including graduate level courses) being used to replace a MGT required course.
- Achieve a cumulative grade point average of 2.000 ("C") or better in residence at Walsh College.
- Complete all communication courses (COM 210, 320, 340 with a grade of "C" (2.000) or better. If COM 300 is required, the course must be completed with a grade of P (Pass).
- Limited to a maximum of 6 semester credit hours of directed study, practicum and/or internship coursework except BBA.MGT and BBA.MKT majors who may elect to take a 9-credit internship (MGT 488 or MKT 488).
- Limited to a maximum of 12 semester credit hours of allowable graduate level coursework. All courses completed at the graduate level need to be completed with a grade of "C" (2.000) or better in residence at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Management, Bachelor of Business Administration (BBAMGT)

Program Requirements

BBA Professional Core

ACC 300	FINANCIAL ACCOUNTING	3
ACC 310	MANAGERIAL ACCOUNTING	3
BL 420	THE LEGAL ENVIRONMENT OF BUSINESS	3
COM 210	PRINCIPLES OF BUSINESS COMMUNICATIONS	3
COM 300*	COMMUNICATION ESSENTIALS	1
COM 320	BUSINESS COMMUNICATION METHODS	3
COM 340	PROFESSIONAL COMMUNICATION	3
ECN 201**	PRINCIPLES OF ECONOMICS I	3
ECN 202**	PRINCIPLES OF ECONOMICS II	3
ENG 100**	ENGLISH COMPOSITION	
FIN 310	FINANCIAL MARKETS	3
FIN 315	FINANCIAL MANAGEMENT	3
IT 305	BUSINESS COMPUTING TOOLS	3
IT 335	BUSINESS DRIVEN TECHNOLOGY	3
MGT 201	PRINCIPLES OF MANAGEMENT	3

MGT 303	BEHAVIORAL MANAGEMENT	3
MGT 461	BUSINESS STRATEGY AND POLICY (CAPSTONE)	3
MKT 202	PRINCIPLES OF MARKETING	3
MTH 300	BUSINESS ALGEBRA	3
QM 202	STATISTICAL METHODS FOR BUSINESS	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3

Required Management Major Courses

MGT 404	HUMAN RESOURCE MANAGEMENT	3
MGT 410	PRODUCTION AND OPERATIONS MANAGEMENT	3
MGT 453	ORGANIZATIONAL LEADERSHIP	3
MGT 457	GLOBAL MANAGEMENT	3
MGT 462	DIVERSITY AND INCLUSION	3
	Electives (6)	6

Required Electives

Choose two electives from the following:

MGT 315	SUSTAINABILITY AND INNOVATION	3
MGT 405	MANAGEMENT AND LABOR RELATIONS	3
MGT 406	SMALL BUSINESS LEGAL AND TAX ISSUES	3
MGT 454	PROJECT MANAGEMENT	3
MGT 463	MANAGING TECHNOLOGY AS A STRATEGIC RESOURCE	3
MGT 465	SUPPLY CHAIN MANAGEMENT	3
MGT 471	SMALL BUSINESS MANAGEMENT	3
MGT 488	MANAGEMENT INTERNSHIP	3
MKT	One 300-400 level marketing course not already required in the program	

Additional Electives (if required)

If needed to complete the residency requirements, choose any 300-400 level course not already required.

Notes:
*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Assessment. The Communication Assessment must be completed within the student's first semester of enrollment at Walsh College.

COM 320: Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh College.

COM 340: Students are required to take COM 340 within their first 15 semester credit hours in residence at

Walsh College.

**ECN 201, ECN 202 and ENG 100 must be taken at the transfer institution prior to attendance or through concurrent enrollment.

BBA students have the ability to Fast Track their degree by taking 12 semester credit hours (4 courses) at the graduate level. Please refer to the Fast Track tab for further details.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Fast Track Option

Walsh Fast Track allows undergraduate students the ability to complete a maximum of four graduate-level courses as part of their undergraduate degree requirements. Graduate level courses successfully completed with a grade of "C" (2.000) or higher will be considered for advanced standing credit in the chosen graduate degree, if applicable. A maximum of 12 semester credit hours of advanced standing credit is allowable for graduate degree programs. A student must be in good standing to pursue the Fast Track program. Completion of graduate level courses does not guarantee admission to graduate level programs.

The following graduate level courses can be taken to replace undergraduate level courses:

BACHELOR OF BUSINESS ADMINISTRATION - MANAGEMENT	MASTER OF BUSINESS ADMINISTRATION & STEM MASTER OF BUSINESS ADMINISTRATION	MASTER OF SCIENCE - MANAGEMENT	MASTER OF SCIENCE- MARKETING	MASTER OF SCIENCE - INFORMATION TECHNOLOGY LEADERSHIP
BL 420	BL 558			
COM 340		MGT 606	COM 510	COM 510
FIN 315	FIN 500			
IT 335	IT 520			IT 520
MGT 404		HRM or SBE Concentration: MGT 555		
MGT 405		HRM or SBE Concentration: MGT 555		
MGT 410		MGT 603	MGT 603	
MGT 453	MGT 600	MGT 600	MGT 600	
MGT 454		MGT 604		
MGT 457		MGT 604		
MGT 471	MGT 601	MGT 601	MGT 601	
MAJOR ELECTIVE			MKT 550	
MAJOR ELECTIVE	MKT Business Literacy Course: MKT 541, MKT 542, MKT 543, or MKT 555			
MAJOR ELECTIVE	Marketing Concentration: MKT 500 LEVEL ELECTIVE		MKT 500 LEVEL ELECTIVE	
QM 301			QM 520	QM 520

Any approved Fast Track course options not already noted above may count toward a concentration in applicable graduate programs.

Graduation Requirements

To graduate with a Bachelor of Business Administration degree from Walsh College, students must meet general and program-specific graduation requirements. All students must:

- Complete a program of study within 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). A student's program of study is the specific curriculum required by the institution at the time of the student's matriculation as an undergraduate degree candidate at Walsh College unless the student changes majors or degrees while attending Walsh College. If a student changes majors or degrees, the program of study is the specific curriculum required by the College at the time the student officially

changes the major or degree.

- Earn 30 semester credit hours of general education coursework to include one course in English composition or written communication from a regionally accredited U.S. institution, one mathematics course from the following: Intermediate algebra course; Mathematics course that satisfies MTA; or a higher-level mathematics course or placement. The following courses taken in residence at Walsh College will count towards the General Education requirement:
  COM 210
  COM 300
  MTH 300
  QM 202
  QM 301
  QM 520 (if taken to replace QM 301 as part of the Fast Track program)
- Earn a minimum of 124 semester credit hours toward a bachelor's degree, including a maximum of 82 semester credit hours transferred to Walsh College.
- Achieve a grade point average of 2.000 ("C") or better in the major. The following courses are used to calculate major GPA:
  All MGT courses,
  All MKT courses,
  Any course (including graduate level courses) being used to replace a MGT or MKT required course.
- Achieve a cumulative grade point average of 2.000 ("C") or better in residence at Walsh College.
- Complete all communication courses (COM 210, 320, 340 with a grade of "C" (2.000) or better. If COM 300 is required, the course must be completed with a grade of P (Pass).
- Limited to a maximum of 6 semester credit hours of directed study, practicum and/or internship coursework except BBA.MGT and BBA.MKT majors who may elect to take a 9-credit internship (MGT 488 or MKT 488).
- Limited to a maximum of 12 semester credit hours of allowable graduate level coursework. All courses completed at the graduate level need to be completed with a grade of "C" (2.000) or better in residence at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Marketing, Bachelor of Business Administration (BBAMKT)

Program Requirements

BBA Professional Core

ACC 300	FINANCIAL ACCOUNTING	3
ACC 310	MANAGERIAL ACCOUNTING	3
BL 420	THE LEGAL ENVIRONMENT OF BUSINESS	3
COM 210	PRINCIPLES OF BUSINESS	3

	COMMUNICATIONS	
COM 300*	COMMUNICATION ESSENTIALS	1
COM 320	BUSINESS COMMUNICATION METHODS	3
COM 340	PROFESSIONAL COMMUNICATION	3
ECN 201**	PRINCIPLES OF ECONOMICS I	3
ECN 202**	PRINCIPLES OF ECONOMICS II	3
ENG 100**	ENGLISH COMPOSITION	
FIN 310	FINANCIAL MARKETS	3
FIN 315	FINANCIAL MANAGEMENT	3
IT 305	BUSINESS COMPUTING TOOLS	3
IT 335	BUSINESS DRIVEN TECHNOLOGY	3
MGT 201	PRINCIPLES OF MANAGEMENT	3
MGT 303	BEHAVIORAL MANAGEMENT	3
MGT 461	BUSINESS STRATEGY AND POLICY (CAPSTONE)	3
MKT 202	PRINCIPLES OF MARKETING	3
MTH 300	BUSINESS ALGEBRA	3
QM 202	STATISTICAL METHODS FOR BUSINESS	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3

Required Marketing Major Courses

MKT 309	ADVERTISING AND PROMOTION MANAGEMENT	3
MKT 415	CONSUMER AND BUYER BEHAVIOR	3
MKT 435	MARKETING RESEARCH	3
MKT 460	STRATEGIC MARKETING	3
	Electives	9

Required Electives

Choose three electives from the following:

MKT 307	MARKETING MANAGEMENT	3
MKT 420	APPLIED MARKETING-CANNABIS	3
MKT 445	E-MARKETING COMMUNICATION	3
MKT 453	SOCIAL MEDIA STRATEGIES	3
MKT 480	SPECIAL TOPIC IN MARKETING	3
MKT 484	TRAVEL & TOURISM	3
MKT 487	NOT-FOR-PROFIT MARKETING	3
MKT 488	MARKETING INTERNSHIP	3

Additional Electives (if required)

If needed to complete the residency requirements, choose any 300-400 level course not already required.

Notes:
*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Assessment. The Communication Assessment must be completed within the student's first semester of enrollment at Walsh

College.

COM 320: Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh College.

COM 340: Students are required to take COM 340 within their first 15 semester credit hours in residence at Walsh College.

**ECN 201, ECN 202 and ENG 100 must be taken at the transfer institution prior to attendance or through concurrent enrollment.

BBA students have the ability to Fast Track their degree by taking 12 semester credit hours (4 courses) at the graduate level. Please refer to the Fast Track tab for further details.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Fast Track Option

Walsh Fast Track allows undergraduate students the ability to complete a maximum of four graduate-level courses as part of their undergraduate degree requirements. Graduate level courses successfully completed with a grade of "C" (2.000) or higher will be considered for advanced standing credit in the chosen graduate degree, if applicable. A maximum of 12 semester credit hours of advanced standing credit is allowable for graduate degree programs. A student must be in good standing to pursue the Fast Track program. Completion of graduate level courses does not guarantee admission to graduate level programs.

The following graduate level courses can be taken to replace undergraduate level courses:

BACHELOR OF BUSINESS ADMINISTRATION - MARKETING	MASTER OF BUSINESS ADMINISTRATION & STEM MASTER OF BUSINESS ADMINISTRATION	MASTER OF SCIENCE - MANAGEMENT	MASTER OF SCIENCE- MARKETING	MASTER OF SCIENCE - INFORMATION TECHNOLOGY LEADERSHIP
BL 420	BL 558			
COM 340		MGT 606	COM 510	COM 510
FIN 315	FIN 500			
IT 335	IT 520			IT 520
MAJOR ELECTIVE	MGT 600	MGT 600	MGT 600	
MAJOR ELECTIVE			MKT 550	
MAJOR ELECTIVE	MKT Business Literacy Course: MKT 541, MKT 542, MKT 543, or MKT 555			
MAJOR ELECTIVE	Marketing Concentration: 500 LEVEL MARKETING ELECTIVE		500 LEVEL MARKETING ELECTIVE	
QM 301			QM 520	QM 520

Any approved Fast Track course options not already noted above may count toward a concentration in applicable graduate programs.

Graduation Requirements

To graduate with a Bachelor of Business Administration degree from Walsh College, students must meet general and program-specific graduation requirements. All students must:

- Complete a program of study within 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). A student's program of study is the specific curriculum required by the institution at the time of the student's matriculation as an undergraduate degree candidate at Walsh College unless the student changes majors or degrees while attending Walsh College. If a student changes majors or degrees, the program of study is the specific curriculum required by the College at the time the student officially changes the major or degree.
- Earn 30 semester credit hours of general education coursework to include one course in English composition or written communication from a regionally accredited U.S. institution, one mathematics course from the following: Intermediate algebra course; Mathematics course that satisfies MTA; or a higher-level mathematics course or placement. The following courses taken in residence at Walsh College will count towards the General Education requirement:
  COM 210
  COM 300
  MTH 300
  QM 202
  QM 301
  QM 520 (if taken to replace QM 301 as part of the Fast Track program)

- Earn a minimum of 124 semester credit hours toward a bachelor's degree, including a maximum of 82 semester credit hours transferred to Walsh College.
- Achieve a grade point average of 2.000 ("C") or better in the major. The following courses are used to calculate major GPA:
  All MKT courses,
  Any course (including graduate level courses) being used to replace a MKT required course.
- Achieve a cumulative grade point average of 2.000 ("C") or better in residence at Walsh College.
- Complete all communication courses (COM 210, 320, 340 with a grade of "C" (2.000) or better. If COM 300 is required, the course must be completed with a grade of P (Pass).
- Limited to a maximum of 6 semester credit hours of directed study, practicum and/or internship coursework except BBA.MGT and BBA.MKT majors who may elect to take a 9-credit internship (MGT 488 or MKT 488).
- Limited to a maximum of 12 semester credit hours of allowable graduate level coursework. All courses completed at the graduate level need to be completed with a grade of "C" (2.000) or better in residence at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Applied Management, Bachelor of Science (BSAM)

Program Requirements

General Education Courses

ACC 100**	SMALL BUSINESS ACCOUNTING	
COM 210	PRINCIPLES OF BUSINESS COMMUNICATIONS	3
COM 300*	COMMUNICATION ESSENTIALS	1

Professional Core Courses

IT 305	BUSINESS COMPUTING TOOLS	3
MGT 201	PRINCIPLES OF MANAGEMENT	3
MGT 303	BEHAVIORAL MANAGEMENT	3
MKT 202	PRINCIPLES OF MARKETING	3

Program Core Courses

COM 320	BUSINESS COMMUNICATION METHODS	3
MGT 402	BUSINESS ETHICS AND LEGAL ISSUES	3
MGT 403	INTRODUCTION TO FINANCIAL	3

	MANAGEMENT	
MGT 404	HUMAN RESOURCE MANAGEMENT	3
MGT 406	SMALL BUSINESS LEGAL AND TAX ISSUES	3
MGT 453	ORGANIZATIONAL LEADERSHIP	3
MGT 454	PROJECT MANAGEMENT	3
MGT 461	BUSINESS STRATEGY AND POLICY (CAPSTONE)	3
MGT 465	SUPPLY CHAIN MANAGEMENT	3
MGT 471	SMALL BUSINESS MANAGEMENT	3

Additional Electives (if required)

If needed to complete the residency requirements, choose any 300-400 level course not already required.

Notes:

**ACC 100 must be taken at the transfer institution prior to attendance or through concurrent enrollment.

*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Assessment. The Communication Assessment must be completed within the student's first semester of enrollment at Walsh College.

COM 320: Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh College.

BSAM students have the ability to Fast Track their degree by taking 12 semester credit hours (4 courses) at the graduate level. Please refer to the Fast Track tab for further details.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Fast Track Option

Walsh Fast Track allows undergraduate students the ability to complete a maximum of four graduate-level courses as part of their undergraduate degree requirements. Graduate level courses successfully completed with a grade of "C" (2.000) or higher will be considered for advanced standing credit in the chosen graduate degree, if applicable. A maximum of 12 semester credit hours of advanced standing credit is allowable for graduate degree programs. A student must be in good standing to pursue the Fast Track program. Completion of graduate level courses does not guarantee admission to graduate level programs.

The following graduate level courses can be taken to replace undergraduate level courses:

BACHELOR OF SCIENCE - APPLIED MANAGEMENT	MASTER OF BUSINESS ADMINISTRATION & STEM MASTER OF BUSINESS ADMINISTRATION	MASTER OF SCIENCE - MANAGEMENT	MASTER OF SCIENCE- MARKETING
MGT 403	FIN 500		
MGT 403		MGT 611	
MGT 404		HRM or SBE Concentration: MGT 555	
MGT 406	BL 558		
MGT 453	MGT 600	MGT 600	MGT 600
MGT 454		MGT 604	
MGT 465	MGT 601	MGT 601	MGT 601

Any approved Fast Track course options not already noted above may count toward a concentration in applicable graduate programs.

Graduation Requirements

To graduate with a Bachelor of Science in Applied Management degree from Walsh College, students must meet general and program-specific graduation requirements. All students must:

- Complete a program of study within 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). A student's program of study is the specific curriculum required by the institution at the time of the student's matriculation as an undergraduate degree candidate at Walsh College unless the student changes majors or degrees while attending Walsh College. If a student changes majors or degrees, the program of study is the specific curriculum required by the College at the time the student officially changes the major or degree.
- Earn 30 semester credit hours of general education coursework of which 15 credits may be taken through concurrent enrollment. The following courses taken in residence at Walsh College will count towards the General Education requirement:
  COM 210
  COM 300
  MTH 300
  QM 202
  QM 301
- Earn a minimum of 120 semester credit hours toward a Bachelor of Applied Science degree, including a maximum of 90 semester credit hours transferred to Walsh College.
- Complete 30 semester credit hours toward a Bachelor of Applied Science degree in residence at Walsh College.
- Achieve a grade point average of 2.000 ("C") or better in the major.
- Achieve a cumulative grade point average of 2.000 ("C") or better in residence at Walsh College.
- Complete all communication courses (COM 210 and 320 with a grade of "C" (2.000) or better. If COM

300 is required, the course must be completed with a grade of P (Pass).

- Limited to a maximum of 12 semester credit hours of allowable graduate level coursework. All courses completed at the graduate level need to be completed with a grade of "C" (2.000) or better in residence at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Major Requirements

Students must complete all courses in their major and all communication courses (COM), to include any approved or required course substitutions, with a grade of "C" 2.000 or better.

COM 320	BUSINESS COMMUNICATION METHODS	3
MGT 201	PRINCIPLES OF MANAGEMENT	3
MGT 303	BEHAVIORAL MANAGEMENT	3
MGT 402	BUSINESS ETHICS AND LEGAL ISSUES	3
MGT 403	INTRODUCTION TO FINANCIAL MANAGEMENT	3
MGT 404	HUMAN RESOURCE MANAGEMENT	3
MGT 406	SMALL BUSINESS LEGAL AND TAX ISSUES	3
MGT 453	ORGANIZATIONAL LEADERSHIP	3
MGT 454	PROJECT MANAGEMENT	3
MGT 461	BUSINESS STRATEGY AND POLICY (CAPSTONE)	3
MGT 465	SUPPLY CHAIN MANAGEMENT	3
MGT 471	SMALL BUSINESS MANAGEMENT	3

Information Technology, Bachelor of Science (BSIT)

Program Requirements

BSIT Professional Core

ACC 201**	PRINCIPLES OF ACCOUNTING I	3
COM 210	PRINCIPLES OF BUSINESS COMMUNICATIONS	3
COM 300*	COMMUNICATION ESSENTIALS	1
COM 320	BUSINESS COMMUNICATION METHODS	3
COM 340	PROFESSIONAL COMMUNICATION	3
ECN 201**	PRINCIPLES OF ECONOMICS I	3
ENG 100**	ENGLISH COMPOSITION	
IT 201	INTRODUCTION TO NETWORKING	3
IT 202	INTRODUCTION TO DATABASES	3
IT 203	INTRODUCTION TO PROGRAMMING	3

IT 204	INTRODUCTION TO SECURITY	3
MGT 201	PRINCIPLES OF MANAGEMENT	3
MTH 300	BUSINESS ALGEBRA	3
QM 202	STATISTICAL METHODS FOR BUSINESS	3

BSIT Core

IT 402	SYSTEMS ANALYSIS AND DESIGN	3
IT 405	NETWORKS & OPERATING SYSTEMS	3
IT 408	DATABASE DESIGN & DEVELOPMENT (SQL)	3
IT 417	FUNDAMENTALS OF CYBERSECURITY	3

Concentrations – Select one:

Automotive Cybersecurity

IT 407	SERVER VIRTUALIZATION & PERFORMANCE ENGINEERING	3
IT 410	PRINCIPLES OF SOFTWARE ENGINEERING	3
IT 412	ADVANCED PROGRAMMING	3
IT 419	ETHICAL HACKING STRATEGIES & TOOLS	3
IT 422	ADVANCED TEAM-BASED ATTACK/DEFEND TECHNIQUES	3
IT 450	FUNDAMENTALS OF AUTOMOTIVE CYBERSECURITY	3
IT 451	AUTOMOTIVE NETWORK STRATEGIES, TOOLS, AND TECHNIQUES	3
IT 452	CONNECTED AUTOMOTIVE ECOSYSTEMS AND ATTACK SURFACES	3
IT 453	ADVANCED AUTOMOTIVE PENETRATION TESTING AND THREAT ANALYSIS	3
IT 499	COLLABORATIVE BUSINESS SYSTEMS (CAPSTONE)	3

Business Information Systems

IT 403	PROJECT MANAGEMENT & ITIL FRAMEWORK	3
IT 407	SERVER VIRTUALIZATION & PERFORMANCE ENGINEERING	3
IT 410	PRINCIPLES OF SOFTWARE ENGINEERING	3
IT 412	ADVANCED PROGRAMMING	3
IT 419	ETHICAL HACKING STRATEGIES & TOOLS	3
IT 422	ADVANCED TEAM-BASED ATTACK/DEFEND TECHNIQUES	3
IT 430	AGILE PROJECT MANAGEMENT AND SCRUM	3

IT 440	CLOUD INFRASTRUCTURE	3
IT 499	COLLABORATIVE BUSINESS SYSTEMS (CAPSTONE)	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3

Cybersecurity

IT 407	SERVER VIRTUALIZATION & PERFORMANCE ENGINEERING	3
IT 410	PRINCIPLES OF SOFTWARE ENGINEERING	3
IT 412	ADVANCED PROGRAMMING	3
IT 419	ETHICAL HACKING STRATEGIES & TOOLS	3
IT 422	ADVANCED TEAM-BASED ATTACK/DEFEND TECHNIQUES	3
IT 440	CLOUD INFRASTRUCTURE	3
IT 460	DIGITAL AND NETWORK FORENSICS	3
IT 461	SECURITY OPERATIONS AND AWARENESS	3
IT 462	SECURING CYBER PHYSICAL SYSTEMS	3
IT 463	CRYPTOGRAPHY	3

Data Analytics

IT 403	PROJECT MANAGEMENT & ITIL FRAMEWORK	3
IT 410	PRINCIPLES OF SOFTWARE ENGINEERING	3
IT 445	PROGRAMMING FOR DATA ANALYSIS	3
IT 456	MACHINE LEARNING	3
IT 544	DATA VISUALIZATION AND PREDICTIVE MODELING	3
IT 547	DATA STORAGE TECHNOLOGIES	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3
QM 504	PRINCIPLES OF DATA ANALYTICS	3
QM 505	DATA DRIVEN DECISION MAKING	3

And choose one from the following:

IT 490	INTERNSHIP	3
IT 499	COLLABORATIVE BUSINESS SYSTEMS (CAPSTONE)	3

Programming

IT 403	PROJECT MANAGEMENT & ITIL FRAMEWORK	3
IT 407	SERVER VIRTUALIZATION & PERFORMANCE ENGINEERING	3

IT 410	PRINCIPLES OF SOFTWARE ENGINEERING	3
IT 412	ADVANCED PROGRAMMING	3
IT 413	WEB DESIGN	3
IT 414	SCRIPTING AND AUTOMATION	3
IT 419	ETHICAL HACKING STRATEGIES & TOOLS	3
IT 430	AGILE PROJECT MANAGEMENT AND SCRUM	3
IT 440	CLOUD INFRASTRUCTURE	3

And choose one from the following:

IT 415	MOBILE PROGRAMMING	3
IT 416	EMBEDDED LINUX PROGRAMMING	3

Project Management

IT 403	PROJECT MANAGEMENT & ITIL FRAMEWORK	3
IT 430	AGILE PROJECT MANAGEMENT AND SCRUM	3
IT 431	RISK MANAGEMENT AND GOVERNANCE	3
IT 490	INTERNSHIP	3
IT 499	COLLABORATIVE BUSINESS SYSTEMS (CAPSTONE)	3
IT 502	LEADERSHIP FOR TECHNOLOGY PROFESSIONALS	3
IT 551	PROJECT MANAGEMENT FUNDAMENTALS	3
IT 552	PROJECT PROGRAM AND PORTFOLIO MANAGEMENT	3
IT 553	PRODUCT PROGRAM AND PORTFOLIO MANAGEMENT	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3

Additional Electives (if required)

If needed to complete the residency requirements, choose any 300-400 level course not already required.

Notes:
*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Assessment. The Communication Assessment must be completed within the student's first semester of enrollment at Walsh College.

COM 320: Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh College.

COM 340: Students are required to take COM 340 within their first 15 semester credit hours in residence at Walsh College.

**ACC 201, ECN 201, and ENG 100 must be taken at the transfer institution prior to attendance or through

concurrent enrollment.

BSIT students have the ability to Fast Track their degree by taking 12 semester credit hours (4 courses) at the graduate level. Please refer to the Fast Track tab for further details.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Fast Track Option

Walsh Fast Track allows undergraduate students the ability to complete a maximum of four graduate-level courses as part of their undergraduate degree requirements. Graduate level courses successfully completed with a grade of "C" (2.000) or higher will be considered for advanced standing credit in the chosen graduate degree, if applicable. A maximum of 12 semester credit hours of advanced standing credit is allowable for graduate degree programs. A student must be in good standing to pursue the Fast Track program. Completion of graduate level courses does not guarantee admission to graduate level programs.

The following graduate level courses can be taken to replace undergraduate level courses:

BACHELOR OF SCIENCE -INFORMATION TECHNOLOGY-CYBERSECURITY	MASTER OF SCIENCE - INFORMATION TECHNOLOGY-CYBERSECURITY
IT 412	IT 534
IT 460	IT 536
IT 462	IT 538
IT 463	IT 537

BACHELOR OF SCIENCE -INFORMATION TECHNOLOGY-DATA ANALYTICS	MASTER OF SCIENCE - DATA ANALYTICS
IT 544	IT 544
IT 547	IT 547
QM 504	QM 504
QM 505	QM 505
BACHELOR OF SCIENCE -INFORMATION TECHNOLOGY-PROGRAMMING	MASTER OF SCIENCE - INFORMATION TECHNOLOGY-DATA SCIENCE
IT 402	
IT 403	QM 505
IT 412	IT 534
IT 413	IT 545
IT 415	IT 540
IT 416	IT 540
BACHELOR OF SCIENCE -INFORMATION TECHNOLOGY-PROJECT MANAGEMENT	MASTER OF SCIENCE - INFORMATION TECHNOLOGY LEADERSHIP - GLOBAL PROJECT MANAGEMENT
IT 402	QM 520
IT 502	IT 502
IT 551	IT 551
IT 552	IT 552
IT 553	IT 553

Graduation Requirements

To graduate with a Bachelor of Science in Information Technology degree from Walsh College, students must meet general and program-specific graduation requirements. All students must:

- Complete a program of study within 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). A student's program of study is the specific curriculum required by the institution at the time of the student's matriculation as an undergraduate degree candidate at Walsh College unless the student changes majors or degrees while attending Walsh College. If a student changes majors or degrees, the program of study is the specific curriculum required by the College at the time the student officially changes the major or degree.
- Earn 30 semester credit hours of general education coursework to include one course in English composition or written communication from a regionally accredited U.S. institution, one mathematics course from the following: Intermediate algebra course; Mathematics course that satisfies MTA; or a higher-level mathematics course or placement. The following courses taken in residence at Walsh College will count towards the General Education requirement:
  COM 210

COM 300
MTH 300
QM 202
QM 301

- Earn a minimum of 127 semester credit hours (including credits transferred into Walsh College) must be completed to earn a Bachelor of Science degree. Generally, a minimum of 45 semester credit hours must be taken in residence at Walsh College.
- Achieve a grade point average of 2.000 ("C") or better in the major. The following courses are used to calculate major GPA:
  All IT courses,
  All QM courses,
  Any course (including graduate level courses) being used to replace QM or IT required course.
- Achieve a cumulative grade point average of 2.000 ("C") or better in residence at Walsh College.
- Complete all communication courses (COM 210, 320, 340 with a grade of "C" (2.000) or better. If COM 300 is required, the course must be completed with a grade of P (Pass).
- Limited to a maximum of 12 semester credit hours of allowable graduate level coursework. All courses completed at the graduate level need to be completed with a grade of "C" (2.000) or better in residence at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Automotive Cybersecurity (AC)

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of "C" (2.000) or better.

IT 201	INTRODUCTION TO NETWORKING	3
IT 202	INTRODUCTION TO DATABASES	3
IT 203	INTRODUCTION TO PROGRAMMING	3
IT 204	INTRODUCTION TO SECURITY	3
IT 402	SYSTEMS ANALYSIS AND DESIGN	3
IT 405	NETWORKS & OPERATING SYSTEMS	3
IT 407	SERVER VIRTUALIZATION & PERFORMANCE ENGINEERING	3
IT 408	DATABASE DESIGN & DEVELOPMENT (SQL)	3
IT 410	PRINCIPLES OF SOFTWARE ENGINEERING	3
IT 412	ADVANCED PROGRAMMING	3
IT 417	FUNDAMENTALS OF CYBERSECURITY	3
IT 419	ETHICAL HACKING STRATEGIES & TOOLS	3
IT 422	ADVANCED TEAM-BASED ATTACK/DEFEND TECHNIQUES	3
IT 450	FUNDAMENTALS OF AUTOMOTIVE CYBERSECURITY	3

IT 451	AUTOMOTIVE NETWORK STRATEGIES, TOOLS, AND TECHNIQUES	3
IT 452	CONNECTED AUTOMOTIVE ECOSYSTEMS AND ATTACK SURFACES	3
IT 453	ADVANCED AUTOMOTIVE PENETRATION TESTING AND THREAT ANALYSIS	3
IT 483	DIRECTED STUDY IN INFORMATION TECHNOLOGY	3
IT 499	COLLABORATIVE BUSINESS SYSTEMS (CAPSTONE)	3

Business Information Systems (BIS)

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of "C" (2.000) or better.

IT 201	INTRODUCTION TO NETWORKING	3
IT 202	INTRODUCTION TO DATABASES	3
IT 203	INTRODUCTION TO PROGRAMMING	3
IT 204	INTRODUCTION TO SECURITY	3
IT 402	SYSTEMS ANALYSIS AND DESIGN	3
IT 403	PROJECT MANAGEMENT & ITIL FRAMEWORK	3
IT 405	NETWORKS & OPERATING SYSTEMS	3
IT 407	SERVER VIRTUALIZATION & PERFORMANCE ENGINEERING	3
IT 408	DATABASE DESIGN & DEVELOPMENT (SQL)	3
IT 410	PRINCIPLES OF SOFTWARE ENGINEERING	3
IT 412	ADVANCED PROGRAMMING	3
IT 417	FUNDAMENTALS OF CYBERSECURITY	3
IT 419	ETHICAL HACKING STRATEGIES & TOOLS	3
IT 422	ADVANCED TEAM-BASED ATTACK/DEFEND TECHNIQUES	3
IT 430	AGILE PROJECT MANAGEMENT AND SCRUM	3
IT 440	CLOUD INFRASTRUCTURE	3
IT 483	DIRECTED STUDY IN INFORMATION TECHNOLOGY	3
IT 499	COLLABORATIVE BUSINESS SYSTEMS (CAPSTONE)	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3

Cybersecurity (CS)

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of "C" (2.000) or better.

IT 201	INTRODUCTION TO NETWORKING	3
IT 202	INTRODUCTION TO DATABASES	3
IT 203	INTRODUCTION TO PROGRAMMING	3
IT 204	INTRODUCTION TO SECURITY	3
IT 402	SYSTEMS ANALYSIS AND DESIGN	3
IT 405	NETWORKS & OPERATING SYSTEMS	3
IT 407	SERVER VIRTUALIZATION & PERFORMANCE ENGINEERING	3
IT 408	DATABASE DESIGN & DEVELOPMENT (SQL)	3
IT 410	PRINCIPLES OF SOFTWARE ENGINEERING	3
IT 412	ADVANCED PROGRAMMING	3
IT 417	FUNDAMENTALS OF CYBERSECURITY	3
IT 419	ETHICAL HACKING STRATEGIES & TOOLS	3
IT 422	ADVANCED TEAM-BASED ATTACK/DEFEND TECHNIQUES	3
IT 440	CLOUD INFRASTRUCTURE	3
IT 460	DIGITAL AND NETWORK FORENSICS	3
IT 461	SECURITY OPERATIONS AND AWARENESS	3
IT 462	SECURING CYBER PHYSICAL SYSTEMS	3
IT 463	CRYPTOGRAPHY	3
IT 483	DIRECTED STUDY IN INFORMATION TECHNOLOGY	3

Data Analytics (DA)

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of “C” (2.000) or better.

IT 403	PROJECT MANAGEMENT & ITIL FRAMEWORK	3
IT 410	PRINCIPLES OF SOFTWARE ENGINEERING	3
IT 445	PROGRAMMING FOR DATA ANALYSIS	3
IT 456	MACHINE LEARNING	3
IT 490	INTERNSHIP	3
IT 499	COLLABORATIVE BUSINESS SYSTEMS (CAPSTONE)	3
IT 544	DATA VISUALIZATION AND PREDICTIVE MODELING	3
IT 547	DATA STORAGE TECHNOLOGIES	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3
QM 504	PRINCIPLES OF DATA ANALYTICS	3
QM 505	DATA DRIVEN DECISION MAKING	3

Programming (PROG)

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of "C" (2.000) or better.

IT 201	INTRODUCTION TO NETWORKING	3
IT 202	INTRODUCTION TO DATABASES	3
IT 203	INTRODUCTION TO PROGRAMMING	3
IT 204	INTRODUCTION TO SECURITY	3
IT 402	SYSTEMS ANALYSIS AND DESIGN	3
IT 403	PROJECT MANAGEMENT & ITIL FRAMEWORK	3
IT 405	NETWORKS & OPERATING SYSTEMS	3
IT 407	SERVER VIRTUALIZATION & PERFORMANCE ENGINEERING	3
IT 408	DATABASE DESIGN & DEVELOPMENT (SQL)	3
IT 410	PRINCIPLES OF SOFTWARE ENGINEERING	3
IT 412	ADVANCED PROGRAMMING	3
IT 413	WEB DESIGN	3
IT 414	SCRIPTING AND AUTOMATION	3
IT 415	MOBILE PROGRAMMING	3
IT 416	EMBEDDED LINUX PROGRAMMING	3
IT 417	FUNDAMENTALS OF CYBERSECURITY	3
IT 419	ETHICAL HACKING STRATEGIES & TOOLS	3
IT 430	AGILE PROJECT MANAGEMENT AND SCRUM	3
IT 440	CLOUD INFRASTRUCTURE	3
IT 483	DIRECTED STUDY IN INFORMATION TECHNOLOGY	3

Project Management (PM)

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of "C" (2.000) or better.

IT 201	INTRODUCTION TO NETWORKING	3
IT 202	INTRODUCTION TO DATABASES	3
IT 203	INTRODUCTION TO PROGRAMMING	3
IT 204	INTRODUCTION TO SECURITY	3
IT 402	SYSTEMS ANALYSIS AND DESIGN	3
IT 403	PROJECT MANAGEMENT & ITIL FRAMEWORK	3
IT 405	NETWORKS & OPERATING SYSTEMS	3
IT 408	DATABASE DESIGN & DEVELOPMENT (SQL)	3
IT 417	FUNDAMENTALS OF CYBERSECURITY	3
IT 430	AGILE PROJECT MANAGEMENT AND	3

	SCRUM	
IT 431	RISK MANAGEMENT AND GOVERNANCE	3
IT 483	DIRECTED STUDY IN INFORMATION TECHNOLOGY	3
IT 490	INTERNSHIP	3
IT 499	COLLABORATIVE BUSINESS SYSTEMS (CAPSTONE)	3
IT 502	LEADERSHIP FOR TECHNOLOGY PROFESSIONALS	3
IT 551	PROJECT MANAGEMENT FUNDAMENTALS	3
IT 552	PROJECT PROGRAM AND PORTFOLIO MANAGEMENT	3
IT 553	PRODUCT PROGRAM AND PORTFOLIO MANAGEMENT	3
QM 301	STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS	3

Graduate Degree Programs

This section of the Catalog provides details on Walsh College graduate degree programs, required and elective courses, and graduation requirements. Walsh College Master's programs include:

**ACBSP requires new programs to be in place for two years and have graduates from the program to be eligible for accreditation review.*

Master of Business Administration (MBA)

Program Requirements

MBA Foundation Courses

ACC 514	FINANCIAL & MANAGERIAL ACCOUNTING FOR DECISION MAKING	3
COM 510	LEADERSHIP COMMUNICATION	3
IT 520	TECHNOLOGY INNOVATION, RISK MANAGEMENT, & CYBERSECURITY LEADERSHIP	3
MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3
QM 520	BUSINESS ANALYTICS	3

MBA Core Courses

BL 558	LEGAL ESSENTIALS FOR BUSINESS SUCCESS	3
BTC 505	ORGANIZATIONAL RESILIENCE FRAMEWORK I	3
COM 511	EXECUTIVE COMMUNICATIONS	1
MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3
IDS 590	RESILIENCY CAPSTONE	1

Choose one course from the following:

Note: If pursuing the Organizational Resilience Concentration, both BTC 500 and MGT 601 are required.

BTC 500	OPERATIONS MANAGEMENT & PROCESS EFFICIENCY	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3

Business Literacy Core

One course from Economics, Finance, and Marketing is required. Exclusions may be granted for coursework based on completion of undergraduate degrees with majors in discipline.

Economics

Choose one course from the following:

ECN 600	FOUNDATIONS OF ECONOMIC ANALYSIS	3
ECN 602	GLOBAL ECONOMICS	3
ECN 610	APPLIED ECONOMICS	3
ECN 670	SEMINAR IN ECONOMIC TOPICS AND ISSUES	3

Finance

Choose one course from the following:

FIN 500	PRINCIPLES OF FINANCE	3
FIN 610	FOUNDATIONS OF FINANCIAL ANALYSIS	3
FIN 620	FINANCIAL MANAGEMENT	3
FIN 621	FINANCIAL STATEMENT ANALYSIS	3
FIN 622	ADVANCED FINANCIAL MANAGEMENT	3

Marketing

Choose one course from the following:

MKT 541	PUBLIC RELATIONS STRATEGIES	3
MKT 542	CONSUMER INSIGHTS	3
MKT 543	CREATIVITY AND INNOVATION	3
MKT 550	MARKETING FUNDAMENTALS	3
MKT 555	MARKETING APPLICATIONS AND METRICS	3

Concentrations

Choose one concentration from the following:

Economics (ECN)

Choose four 500-600 level Economics courses. BTC 506 may also be used towards the Economics concentration.

Finance (FIN)

Choose four 500-600 level Finance courses.

Interdisciplinary (IDS)

Choose four graduate level courses.

Marketing (MKT)

Choose four 500-600 level Marketing courses.

Organizational Resilience (OR)

BTC 506	ORGANIZATIONAL RESILIENCE FRAMEWORK II	3
IDS 540	CONTINUOUS PROCESS IMPROVEMENT & MATURITY	3
IT 567	BUSINESS CONTINUITY, RESILIENCE, AND CRISIS MANAGEMENT	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3

Taxation (TAX)

Take the following two courses and choose two courses from the TAX electives listed below.

TAX 595	TAX AND BUSINESS TAXATION I	3
TAX 596	TAX AND BUSINESS TAXATION II	3

Choose two courses from the following to complete the TAX concentration:

TAX 510	BASIC CONCEPTS IN CORPORATE TAX (CORPORATE TAX I)	3
TAX 525	ADVANCED CONCEPTS IN CORPORATE TAXATION INCLUDING THE CONSOLIDATED TAX RETURN (CORPORATE TAX II)	3
TAX 532	INCOME AND TRANSFER TAX CONSEQUENCES FOR DECEDENTS, ESTATE AND TRUSTS	3
TAX 540	TAX PRACTICE AND PROCEDURE	3
TAX 599	INTRODUCTION TO TAX RESEARCH	3

MBA Additional Electives (if needed)

Choose from any 500-600-level course not already required in the program.

Notes:

Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College:

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of

course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.

- Earn a minimum 35 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 23 semester credit hours in residence in the MBA program.
- Earn a grade of "C" (2.000) or better in each course counted toward graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

International TECH, Master of Business Administration (MBAITECH)

Program Requirements

A rigorous International Tech MBA program that will arm you with the skills, expertise, and confidence you need for your success. The program, in partnership with the International School of Engineering (INSOFE), is a great blend of academic theory with practical application.

MBAITECH Foundation Course

MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3

MBAITECH Core Courses

ACC 510	FINANCIAL AND MANAGERIAL ACCOUNTING	3
FIN 500	PRINCIPLES OF FINANCE	3
MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3
MKT 550	MARKETING FUNDAMENTALS	3

MBAITECH Technology Core

IDS 500	FOUNDATIONS OF PROBABILITY AND STATISTICS FOR DATA SCIENCE	2
IDS 503	THE ART AND SCIENCE OF STORYTELLING WITH DATA VISUALIZATIONS	1
IDS 514	OPERATIONS RESEARCH	1
IDS 517	ADVANCED ANALYTICAL TOOLS FOR	1

	BUSINESS MANAGERS	
IDS 518	STATISTICAL MODELING FOR BUSINESS MANAGERS	2
IDS 519	ESSENTIAL SKILLS FOR AI TRANSLATORS	1
IDS 520	DISRUPTIVE DIGITAL TECHNOLOGIES AND THEIR REAL-WORLD APPLICATIONS	2
IDS 521	AI, ML & SOCIAL MINING FOR BUSINESS MANAGERS	3

Choose 1 course from the following:

IDS 522	DIRECTED INDEPENDENT STUDY AND RESEARCH	2
IDS 523	FUTURE OF WORK, WORKPLACE, AND WORKFORCE	2

MBAITECH Internships

IDS 588	INTERNSHIP I	3
IDS 589	INTERNSHIP II	3

MBAITECH Program Capstone

QM 640	DATA ANALYTICS CAPSTONE	3

MBAITECH Additional Electives (if needed)

Courses can be selected from any 500-600 level course not already required within the program.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

*ACBSP requires new programs to be in place for two years and have graduates from the program to be eligible for accreditation review.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College:

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.

- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 39 graduate semester credit hours, which may include up to a maximum of 15 semester credit hours of advanced standing, therefore requiring 24 semester credit hours in residence in the MBAITECH program.
- Earn a grade of "C" (2.000) or better in each course counted toward graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

STEM, Master of Business Administration (MBASTEM)*

Program Requirements

MBASTEM Foundation Courses

ACC 514	FINANCIAL & MANAGERIAL ACCOUNTING FOR DECISION MAKING	3
COM 510	LEADERSHIP COMMUNICATION	3
IT 520	TECHNOLOGY INNOVATION, RISK MANAGEMENT, & CYBERSECURITY LEADERSHIP	3
MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3
QM 520	BUSINESS ANALYTICS	3

MBASTEM Core Courses

BL 558	LEGAL ESSENTIALS FOR BUSINESS SUCCESS	3
BTC 505	ORGANIZATIONAL RESILIENCE FRAMEWORK I	3
COM 511	EXECUTIVE COMMUNICATIONS	1
MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3
IDS 590	RESILIENCY CAPSTONE	1

And choose one course from the following:

BTC 500	OPERATIONS MANAGEMENT & PROCESS EFFICIENCY	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3

Business Literacy Core

Choose one course from each discipline. Exclusions may be granted for coursework based on completion of undergraduate degrees with majors in discipline.

Economics

Choose one course from the following:

ECN 600	FOUNDATIONS OF ECONOMIC ANALYSIS	3
ECN 602	GLOBAL ECONOMICS	3
ECN 610	APPLIED ECONOMICS	3
ECN 670	SEMINAR IN ECONOMIC TOPICS AND ISSUES	3

Finance

Choose one course from the following:

FIN 500	PRINCIPLES OF FINANCE	3
FIN 610	FOUNDATIONS OF FINANCIAL ANALYSIS	3
FIN 620	FINANCIAL MANAGEMENT	3
FIN 621	FINANCIAL STATEMENT ANALYSIS	3
FIN 622	ADVANCED FINANCIAL MANAGEMENT	3

Marketing

Choose one course from the following:

MKT 541	PUBLIC RELATIONS STRATEGIES	3
MKT 542	CONSUMER INSIGHTS	3
MKT 543	CREATIVITY AND INNOVATION	3
MKT 550	MARKETING FUNDAMENTALS	3
MKT 555	MARKETING APPLICATIONS AND METRICS	3

Concentrations

Choose one concentration:

Business Analytics (BA)

BTC 506	ORGANIZATIONAL RESILIENCE FRAMEWORK II	3
QM 504	PRINCIPLES OF DATA ANALYTICS	3
QM 600	PRESCRIPTIVE ANALYSIS	3
QM 602	LEAN SIX SIGMA	3

Information Systems Management (ISM)

BTC 506	ORGANIZATIONAL RESILIENCE	3

	FRAMEWORK II	
IT 505	GOVERNANCE, RISK & COMPLIANCE	3
IT 506	IT LEADERSHIP & STRATEGY	3
IT 565	FUNDAMENTALS OF CYBERSECURITY	3

MBASTEM Additional Electives (if needed)

Choose from any 500-600 level course not already required in the program.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

*ACBSP requires new programs to be in place for two years and have graduates from the program to be eligible for accreditation review.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College:

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Earn a minimum 35 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 23 semester credit hours in residence in the MBASTEM program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into the Walsh College Student Portal and clicking on "My Progress."

Tech Master of Business Administration (TECHMBA)*

Program Requirements

The Tech MBA is an interdisciplinary collaboration combining the business and technology knowledge necessary to prepares graduates for senior leadership positions in a wide variety of technical fields. Designed to allow students with an engineering or scientific background to earn both an engineering certificate from Kettering University, and an MBA from Walsh, this novel degree advances students' technological knowledge while integrating the business acumen needed to solve the multifaceted problems organizations face in today's complex world.

Tech MBA Foundation Course

MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3

Tech MBA Core Courses

ACC 510	FINANCIAL AND MANAGERIAL ACCOUNTING	3
FIN 500	PRINCIPLES OF FINANCE	3
MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3
MGT 633	LEADING PROJECTS, PROGRAMS AND OPERATIONS	3
MKT 550	MARKETING FUNDAMENTALS	3
MGT 685	STRATEGIC MANAGEMENT OF THE ENTERPRISE	3

Interdisciplinary Tech Electives (Taught by Kettering University at Walsh College)

Choose three courses from the following:

IDS-CE 672	VIRTUAL REALITY SYSTEMS: MODELING & CONTROL	4
IDS-ECE 601	ELECTRICAL AND COMPUTER ENGINEERING PRINCIPLES FOR MOBILITY SYSTEMS	4
IDS-IME 601	INDUSTRIAL AND MANUFACTURING ENGINEERING PRINCIPLES FOR MOBILITY SYSTEMS	4
IDS-IME 654	ENTERPRISE RESOURCE PLANNING	4
IDS-IME 676	LEAN SIX SIGMA	4
IDS-MEC 601	MECHANICAL ENGINEERING PRINCIPLES FOR MOBILITY SYSTEMS	4
IDS-MEC 691	INTRODUCTION TO THERMAL SCIENCE	4

Tech MBA Additional Electives (if needed)

Choose from any 500-600-level course not already required in the program.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

*ACBSP requires new programs to be in place for two years and have graduates from the program before it will be reviewed for accreditation.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours in residence in the Tech MBA program.
- Earn a grade of "C" (2.000) or better in each course counted toward graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Accountancy, Master of Science (MAC)

Program Requirements

MAC Foundation Courses

ACC 500	FINANCIAL ACCOUNTING	3
ACC 501	INTERMEDIATE ACCOUNTING I	3
ACC 502	INTERMEDIATE ACCOUNTING II	3
MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3

MAC Core Courses

ACC 503	FINANCIAL ACCOUNTING CONCEPTS	3
ACC 506	ACCOUNTING INFORMATION SYSTEMS	3
ACC 511	BUSINESS COMBINATIONS	3
ACC 512	GOVERNMENT & NOT-FOR-PROFIT ACCOUNTING	3
ACC 515	AUDITING	3
ACC 519	ADVANCED MANAGERIAL ACCOUNTING	3
COM 510	LEADERSHIP COMMUNICATION	3
TAX 595	TAX AND BUSINESS TAXATION I	3
TAX 596	TAX AND BUSINESS TAXATION II	3

TAX 598	TAX RETURN SEMINAR	3

MAC Electives

Choose 2 courses from the following:

ACC 550	ADVANCED AUDITING	3
ACC 570	FORENSIC & INVESTIGATIVE ACCOUNTING	3
ACC 574	INDUSTRY ACCOUNTING AND AUDITING	3
ACC 577	PAYROLL AND EMPLOYEE BENEFITS	3
ACC 578	ACCOUNTING FOR INCOME TAXES	3
ACC 584	UNIFORM CPA EXAM REVIEW-FAR	3
ACC 585	CPA EXAM REVIEW-REGULATION	3
ACC 588	ACCOUNTING INTERNSHIP	3
FIN 620	FINANCIAL MANAGEMENT	3
TAX 507	TAX ACCOUNTING	3
TAX 510	BASIC CONCEPTS IN CORPORATE TAX (CORPORATE TAX I)	3
TAX 525	ADVANCED CONCEPTS IN CORPORATE TAXATION INCLUDING THE CONSOLIDATED TAX RETURN (CORPORATE TAX II)	3
TAX 532	INCOME AND TRANSFER TAX CONSEQUENCES FOR DECEDENTS, ESTATE AND TRUSTS	3
TAX 540	TAX PRACTICE AND PROCEDURE	3
TAX 599	INTRODUCTION TO TAX RESEARCH	3

MAC Additional Electives (if needed)

Choose from the approved MAC electives listed above.

Taxation Concentration

A concentration in taxation is available in the MAC program. This concentration consists of TAX 595, TAX 596 and TAX 598 combined with two TAX electives from the list of allowable MAC electives.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum of 36 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 24 semester credit hours of core and elective credits in residence in the MAC program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

MAC Program for Accounting Graduates (MACW)

Program Requirements

The MAC Program for Accounting graduates (MAC.W) is a Master of Science in Accountancy for students who have received an undergraduate degree in accounting.

MAC Foundation Courses

Choose five courses from the following:

ACC 503	FINANCIAL ACCOUNTING CONCEPTS	3
ACC 506	ACCOUNTING INFORMATION SYSTEMS	3
ACC 511	BUSINESS COMBINATIONS	3
ACC 512	GOVERNMENT & NOT-FOR-PROFIT ACCOUNTING	3
ACC 515	AUDITING	3
ACC 550	ADVANCED AUDITING	3
ACC 570	FORENSIC & INVESTIGATIVE ACCOUNTING	3
ACC 574	INDUSTRY ACCOUNTING AND AUDITING	3
ACC 577	PAYROLL AND EMPLOYEE BENEFITS	3
ACC 578	ACCOUNTING FOR INCOME TAXES	3
ACC 584	UNIFORM CPA EXAM REVIEW-FAR	3
ACC 585	CPA EXAM REVIEW-REGULATION	3
ACC 588	ACCOUNTING INTERNSHIP	3
COM 510	LEADERSHIP COMMUNICATION	3

Concentrations

Choose one concentration:

Data Analytics (DA)

ACC 565	DATA ANALYTICS CAPSTONE	3
IT 540	INTRODUCTION TO DATA SCIENCE	3
IT 542	BIG DATA ANALYTICS	3
QM 520	BUSINESS ANALYTICS	3
QM 600	PRESCRIPTIVE ANALYSIS	3

Finance (FIN)

Complete the following four courses and choose one course from the electives below.

FIN 610	FOUNDATIONS OF FINANCIAL ANALYSIS	3
FIN 611	INVESTMENT PERFORMANCE AND DATA ANALYTICS	3
FIN 620	FINANCIAL MANAGEMENT	3
FIN 621	FINANCIAL STATEMENT ANALYSIS	3

Choose one course from the following:

FIN 622	ADVANCED FINANCIAL MANAGEMENT	3
FIN 623	BUSINESS VALUATION	3
FIN 624	MERGERS & ACQUISITIONS	3

Taxation (TAX)

Choose five courses from the following:

TAX 500	ADVANCED TAX RESEARCH WRITING, AND CITATION METHODOLOGY	3
TAX 507	TAX ACCOUNTING	3
TAX 510	BASIC CONCEPTS IN CORPORATE TAX (CORPORATE TAX I)	3
TAX 525	ADVANCED CONCEPTS IN CORPORATE TAXATION INCLUDING THE CONSOLIDATED TAX RETURN (CORPORATE TAX II)	3
TAX 532	INCOME AND TRANSFER TAX CONSEQUENCES FOR DECEDENTS, ESTATE AND TRUSTS	3
TAX 540	TAX PRACTICE AND PROCEDURE	3
TAX 595	TAX AND BUSINESS TAXATION I	3
TAX 596	TAX AND BUSINESS TAXATION II	3
TAX 598	TAX RETURN SEMINAR	3
TAX 599	INTRODUCTION TO TAX RESEARCH	3

MACW Additional Electives (if needed)

Choose from the approved concentration courses listed above.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours in residence in the MAC for Accounting Graduates program.
- Earn a grade of "C" (2.000) or better in each course counted toward graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Data Analytics, Master of Science (MSDA)

Program Requirements

MSDA Foundation Courses

IT 501	IT SYSTEMS ANALYSIS	3
IT 530	SQL & DATABASE FUNDAMENTALS	1
IT 533	PROGRAMMING I	3
QM 501	INTRODUCTION TO BUSINESS ANALYTICS	1

MSDA Core Courses

IT 544	DATA VISUALIZATION AND PREDICTIVE MODELING	3
IT 545	PROGRAMMING FOR DATA ANALYSIS	3
IT 546	DATA MINING & TRANSFORMATION	3
IT 547	DATA STORAGE TECHNOLOGIES	3
QM 504	PRINCIPLES OF DATA ANALYTICS	3
QM 505	DATA DRIVEN DECISION MAKING	3
QM 600	PRESCRIPTIVE ANALYSIS	3
QM 601	RESEARCH METHODS & ETHICS	3
QM 602	LEAN SIX SIGMA	3
QM 640	DATA ANALYTICS CAPSTONE	3

Additional Electives (if needed)

Choose from the following:

IT 540	INTRODUCTION TO DATA SCIENCE	3
IT 541	SQL AND DIMENSIONAL DATA ANALYTICS	3
IT 542	BIG DATA ANALYTICS	3

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

*ACBSP requires new programs to be in place for two years and have graduates from the program to be eligible for accreditation review.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum of 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core and concentration credits in residence in the MSDA program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.

- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on “My Progress.”

Finance, Master of Science (MSF)

Program Requirements

MSF Foundation Courses

COM 510	LEADERSHIP COMMUNICATION	3
FIN 500	PRINCIPLES OF FINANCE	3
MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3

MSF Core Courses

ACC 510	FINANCIAL AND MANAGERIAL ACCOUNTING	3
ECN 600	FOUNDATIONS OF ECONOMIC ANALYSIS	3
FIN 610	FOUNDATIONS OF FINANCIAL ANALYSIS	3
FIN 611	INVESTMENT PERFORMANCE AND DATA ANALYTICS	3
FIN 620	FINANCIAL MANAGEMENT	3
FIN 621	FINANCIAL STATEMENT ANALYSIS	3

MSF Elective Courses

Choose three courses from the following:

ECN 601	MANAGERIAL ECONOMICS	3
ECN 602	GLOBAL ECONOMICS	3
ECN 610	APPLIED ECONOMICS	3
ECN 670	SEMINAR IN ECONOMIC TOPICS AND ISSUES	3
FIN 612	ADVANCED INVESTMENTS	3
FIN 613	PORTFOLIO ANALYSIS AND ANALYTICAL CASE STUDIES	3
FIN 614	COMMERCIAL REAL ESTATE	3
FIN 622	ADVANCED FINANCIAL MANAGEMENT	3
FIN 623	BUSINESS VALUATION	3
FIN 624	MERGERS & ACQUISITIONS	3
FIN 625	RISK MANAGEMENT	3
FIN 630	INTRO TO BANKING	3
FIN 631	COMMERCIAL LENDING	3
FIN 632	CREDIT UNDERWRITING AND ANALYSIS	3
FIN 633	INTERNATIONAL FINANCE	3

FIN 670	SEMINAR IN FINANCIAL TOPICS AND ISSUES	3
FIN 689	DIRECT RESEARCH STUDY IN FINANCE	3
FIN 699	INTERNSHIP IN FINANCE	3

MSF Capstone Course

Choose one course from the following:

FIN 690	FINANCE SIMULATION	3
FIN 691	CFA RESEARCH CHALLENGE	3
FIN 692	ACG CUP COMPETITION	3

MSF Additional Electives (if needed)

Choose from the approved MSF electives listed above.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum of 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core and concentration credits in residence in the MSF program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Information Technology, Master of Science (MSIT)

Program Requirements

MSIT Foundation Courses

IT 501	IT SYSTEMS ANALYSIS	3
IT 530	SQL & DATABASE FUNDAMENTALS	1
IT 531	NETWORK FUNDAMENTALS	1
IT 532	OPERATING SYSTEMS AND VIRTUALIZATION	3
IT 533	PROGRAMMING I	3
QM 501	INTRODUCTION TO BUSINESS ANALYTICS	1

MSIT Core Courses

IT 505	GOVERNANCE, RISK & COMPLIANCE	3
IT 534	PROGRAMMING II	3
IT 551	PROJECT MANAGEMENT FUNDAMENTALS	3
IT 565	CYBERSECURITY FOR LEADERSHIP	3
IT 599	CAPSTONE	3

MSIT Concentrations

Choose one concentration:

Cybersecurity (CS)

IT 510	CYBERSECURITY STRATEGIES AND TACTICS	3
IT 511	THREATS, VULNERABILITIES, CONTROLS, AND COUNTERMEASURES	3
IT 512	INTELLIGENCE ANALYSIS TOOLS AND TECHNIQUES	3
IT 536	DIGITAL FORENSICS	3
IT 537	CRYPTOGRAPHY	3
IT 538	CYBER PHYSICAL SYSTEMS	3

Data Science (DS)

IT 540	INTRODUCTION TO DATA SCIENCE	3
IT 542	BIG DATA ANALYTICS	3
IT 544	DATA VISUALIZATION AND PREDICTIVE MODELING	3
IT 545	PROGRAMMING FOR DATA ANALYSIS	3
IT 556	MACHINE LEARNING	3
QM 505	DATA DRIVEN DECISION MAKING	3

MSIT Additional Electives (if needed)

Choose from the approved MSIT electives listed above.

Notes:

Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 33 graduate semester credit hours, which may include up to a maximum of 15 semester credit hours of advanced standing, therefore requiring 18 semester credit hours in residence in the MSIT program.
- Earn a grade of "C" (2.000) or better in each course counted toward graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Information Technology Leadership, Master of Science (MSITL)

Program Requirements

MSITL Foundation Courses

ACC 500	FINANCIAL ACCOUNTING	3
IT 501	IT SYSTEMS ANALYSIS	3
IT 520	TECHNOLOGY INNOVATION, RISK	3

	MANAGEMENT, & CYBERSECURITY LEADERSHIP	
MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3
MKT 550	MARKETING FUNDAMENTALS	3

MSITL Core Classes

COM 510	LEADERSHIP COMMUNICATION	3
IT 502	LEADERSHIP FOR TECHNOLOGY PROFESSIONALS	3
IT 505	GOVERNANCE, RISK & COMPLIANCE	3
IT 506	IT LEADERSHIP & STRATEGY	3
IT 551	PROJECT MANAGEMENT FUNDAMENTALS	3
IT 599	CAPSTONE	3
QM 520	BUSINESS ANALYTICS	3

Concentrations

Choose one concentration:

Executive Leadership (EL)

IT 565	CYBERSECURITY FOR LEADERSHIP	3
IT 566	SECURITY PROGRAM MANAGEMENT	3
IT 567	BUSINESS CONTINUITY, RESILIENCE, AND CRISIS MANAGEMENT	3
IT 575	NETWORK AND ENTERPRISE ARCHITECTURE	3

Global Project and Program Management (GPM)

IT 552	PROJECT PROGRAM AND PORTFOLIO MANAGEMENT	3
IT 553	PRODUCT PROGRAM AND PORTFOLIO MANAGEMENT	3
IT 554	AGILE PROJECT MANAGEMENT	3
IT 555	GLOBAL PROJECT LEADERSHIP	3

MSITL Additional Electives (if needed)

Choose from the approved MSITL electives listed above.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must

be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Earn a minimum 33 graduate semester credit hours, which may include up to a maximum of 15 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core and concentration credits in residence in the MSITL program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Management, Master of Science (MSM)

Program Requirements

MSM Foundation Course

MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3

MSM Core Courses

MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3
MGT 603	EVIDENCE-BASED DECISION MAKING	3
MGT 604	LEADING ORGANIZATIONAL CHANGE	3
MGT 606	COMMUNICATION STRATEGIES FOR CONTEMPORARY ORGANIZATIONS	3
MGT 611	MANAGING FIRM RESOURCES	3
MGT 685	STRATEGIC MANAGEMENT OF THE ENTERPRISE	3

Concentrations

Choose one concentration:

Human Resource Management (HRM)

MGT 555	GLOBAL HUMAN RESOURCES MANAGEMENT	3
MGT 558	BUILDING A LEARNING CULTURE	3
MGT 562	STRATEGIC GLOBAL HUMAN RESOURCES MANAGEMENT	3

Small Business Management/Entrepreneurship (SBE)

MGT 540	STRATEGIC PLANNING FOR BUSINESSES AND ENTREPRENEURS	3
MGT 555	GLOBAL HUMAN RESOURCES MANAGEMENT	3
MKT 550	MARKETING FUNDAMENTALS	3

Strategic Leadership (SL)

MGT 546	ORGANIZATIONS AS COMPLEX ADAPTIVE SYSTEMS	3
MGT 547	STRATEGIC MANAGEMENT OF HUMAN, STRUCTURAL, AND RELATIONSHIP CAPITAL	3
MGT 548	STRATEGIC MANAGEMENT OF KNOWLEDGE AND INNOVATION	3

General Management (GM)

Choose 3 courses from the approved MSM electives listed below.

MGT 540	STRATEGIC PLANNING FOR BUSINESSES AND ENTREPRENEURS	3
MGT 546	ORGANIZATIONS AS COMPLEX ADAPTIVE SYSTEMS	3
MGT 547	STRATEGIC MANAGEMENT OF HUMAN, STRUCTURAL, AND RELATIONSHIP CAPITAL	3
MGT 548	STRATEGIC MANAGEMENT OF KNOWLEDGE AND INNOVATION	3
MGT 555	GLOBAL HUMAN RESOURCES MANAGEMENT	3
MGT 558	BUILDING A LEARNING CULTURE	3
MGT 562	STRATEGIC GLOBAL HUMAN RESOURCES MANAGEMENT	3
MKT 550	MARKETING FUNDAMENTALS	3

MSM Additional Electives (if needed)

Choose from the approved MSM electives listed above.

Notes:

Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core and concentration credits in residence in the MSM program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Marketing, Master of Science (MSMKT)

Program Requirements

MSMKT Foundation Course

MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3

MSMKT Program Core

COM 510	LEADERSHIP COMMUNICATION	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3
MKT 550	MARKETING FUNDAMENTALS	3
QM 520	BUSINESS ANALYTICS	3

MSMKT Electives

Choose five courses from the following:

MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3
MGT 603	EVIDENCE-BASED DECISION MAKING	3
MKT 541	PUBLIC RELATIONS STRATEGIES	3
MKT 542	CONSUMER INSIGHTS	3
MKT 543	CREATIVITY AND INNOVATION	3
MKT 544	CONSUMER SCIENCES	3
MKT 551	CONSUMER BEHAVIOR	3
MKT 555	MARKETING APPLICATIONS AND METRICS	3
MKT 560	BRAND MANAGEMENT	3
MKT 588	MARKETING INTERNSHIP	3

Capstone

MKT 589	CONSULTING PROJECT	3

MSMKT Additional Electives (if needed)

Choose from the approved MSMKT electives listed above.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core credits in residence in the MSMKT program.

- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on “My Progress.”

Taxation, Master of Science (MST)

Program Requirements

MST Foundation Courses

TAX 595	TAX AND BUSINESS TAXATION I	3
TAX 596	TAX AND BUSINESS TAXATION II	3

MST Core Courses

TAX 500	ADVANCED TAX RESEARCH WRITING, AND CITATION METHODOLOGY	3
TAX 507	TAX ACCOUNTING	3
TAX 509	SALES & EXCHANGES OF PROPERTY	3
TAX 510	BASIC CONCEPTS IN CORPORATE TAX (CORPORATE TAX I)	3
TAX 531	PARTNERSHIP AND LLC TAXATION	3
TAX 540	TAX PRACTICE AND PROCEDURE	3
TAX 560	PLANNING AND CURRENT ISSUES IN TAXATION	3
TAX 599	INTRODUCTION TO TAX RESEARCH	3

MST Electives

Choose two courses from the following:

ACC 578	ACCOUNTING FOR INCOME TAXES	3
TAX 525	ADVANCED CONCEPTS IN CORPORATE TAXATION INCLUDING THE CONSOLIDATED TAX RETURN (CORPORATE TAX II)	3
TAX 532	INCOME AND TRANSFER TAX CONSEQUENCES FOR DECEDENTS, ESTATE AND TRUSTS	3
TAX 550	INTERNATIONAL TAXATION	3
TAX 598	TAX RETURN SEMINAR	3

MST Additional Electives (if needed)

Choose from the approved MST electives listed above.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core and elective credits in residence in the MST program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Dual Degree Programs

This section of the Catalog provides details on Walsh College master's dual degree programs, required and elective courses, and graduation requirements. Walsh College dual master's programs include:

Dual Master of Business Administration and Master of Science in Finance (MBA/MSF)

Program Requirements

Dual MBA/MSF Foundation Courses

ACC 514	FINANCIAL & MANAGERIAL ACCOUNTING FOR DECISION MAKING	3
COM 510	LEADERSHIP COMMUNICATION	3
FIN 500	PRINCIPLES OF FINANCE	3
IT 520	TECHNOLOGY INNOVATION, RISK MANAGEMENT, & CYBERSECURITY LEADERSHIP	3
MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3
QM 520	BUSINESS ANALYTICS	3

Dual MBA/MSF Core Courses

BL 558	LEGAL ESSENTIALS FOR BUSINESS SUCCESS	3
BTC 505	ORGANIZATIONAL RESILIENCE FRAMEWORK I	3
COM 511	EXECUTIVE COMMUNICATIONS	1
FIN 611	INVESTMENT PERFORMANCE AND DATA ANALYTICS	3
FIN 620	FINANCIAL MANAGEMENT	3
FIN 621	FINANCIAL STATEMENT ANALYSIS	3
MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3

Choose one course from the following:

Note: If pursuing the Organizational Resilience Concentration, both BTC 500 and MGT 601 are required.

BTC 500	OPERATIONS MANAGEMENT & PROCESS EFFICIENCY	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3

Business Literacy Core

One course from Economics, Finance, and Marketing is required. Exclusions may be granted for coursework based on completion of undergraduate degrees with majors in discipline.

Economics

Choose one course from the following:

ECN 600	FOUNDATIONS OF ECONOMIC ANALYSIS	3
ECN 602	GLOBAL ECONOMICS	3
ECN 610	APPLIED ECONOMICS	3
ECN 670	SEMINAR IN ECONOMIC TOPICS AND ISSUES	3

Finance

Choose one course from the following:

FIN 610	FOUNDATIONS OF FINANCIAL ANALYSIS	3

Marketing

Choose one course from the following:

MKT 541	PUBLIC RELATIONS STRATEGIES	3
MKT 542	CONSUMER INSIGHTS	3
MKT 543	CREATIVITY AND INNOVATION	3
MKT 550	MARKETING FUNDAMENTALS	3
MKT 555	MARKETING APPLICATIONS AND METRICS	3

MBA Concentrations

Choose one concentration from the following:

Economics (ECN)

Choose four 500-600 level Economics courses. BTC 506 may also be used towards the Economics concentration.

Finance (FIN)

Choose four 500-600 level Finance courses. BTC 506 may also be used towards the Finance concentration.

Interdisciplinary (IDS)

Choose four graduate level courses.

Marketing (MKT)

Choose four 500-600 level Marketing courses. BTC 506 may also be used towards the Marketing concentration.

Organizational Resilience (OR)

BTC 506	ORGANIZATIONAL RESILIENCE FRAMEWORK II	3

IDS 540	CONTINUOUS PROCESS IMPROVEMENT & MATURITY	3
IT 567	BUSINESS CONTINUITY, RESILIENCE, AND CRISIS MANAGEMENT	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3

Taxation (TAX)

Take the following two courses and choose two courses from the TAX electives listed below.

TAX 595	TAX AND BUSINESS TAXATION I	3
TAX 596	TAX AND BUSINESS TAXATION II	3

Choose two courses from the following to complete the TAX concentration:

TAX 510	BASIC CONCEPTS IN CORPORATE TAX (CORPORATE TAX I)	3
TAX 525	ADVANCED CONCEPTS IN CORPORATE TAXATION INCLUDING THE CONSOLIDATED TAX RETURN (CORPORATE TAX II)	3
TAX 532	INCOME AND TRANSFER TAX CONSEQUENCES FOR DECEDENTS, ESTATE AND TRUSTS	3
TAX 540	TAX PRACTICE AND PROCEDURE	3
TAX 599	INTRODUCTION TO TAX RESEARCH	3

Required MSF Elective Courses

Choose two courses from the following:

ECN 601	MANAGERIAL ECONOMICS	3
ECN 602	GLOBAL ECONOMICS	3
ECN 610	APPLIED ECONOMICS	3
ECN 670	SEMINAR IN ECONOMIC TOPICS AND ISSUES	3
FIN 612	ADVANCED INVESTMENTS	3
FIN 613	PORTFOLIO ANALYSIS AND ANALYTICAL CASE STUDIES	3
FIN 614	COMMERCIAL REAL ESTATE	3
FIN 622	ADVANCED FINANCIAL MANAGEMENT	3
FIN 623	BUSINESS VALUATION	3
FIN 624	MERGERS & ACQUISITIONS	3
FIN 625	RISK MANAGEMENT	3
FIN 630	INTRO TO BANKING	3
FIN 631	COMMERCIAL LENDING	3
FIN 632	CREDIT UNDERWRITING AND ANALYSIS	3
FIN 633	INTERNATIONAL FINANCE	3
FIN 670	SEMINAR IN FINANCIAL TOPICS AND	3

	ISSUES	
FIN 689	DIRECT RESEARCH STUDY IN FINANCE	3

MSF Capstone Course

Choose one course from the following:

FIN 690	FINANCE SIMULATION	3
FIN 691	CFA RESEARCH CHALLENGE	3
FIN 692	ACG CUP COMPETITION	3

Dual MBA/MSF Additional Electives (if needed)

Choose from the approved MSF electives listed above.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 52 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 40 semester credit hours of core and concentration credits in residence in the MBA/MSF program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Dual Master of Business Administration and Master of Science in Management (MBA/MSM)

Program Requirements

Dual MBA/MSM Foundation Courses

ACC 514	FINANCIAL & MANAGERIAL ACCOUNTING FOR DECISION MAKING	3
COM 510	LEADERSHIP COMMUNICATION	3
IT 520	TECHNOLOGY INNOVATION, RISK MANAGEMENT, & CYBERSECURITY LEADERSHIP	3
MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3
QM 520	BUSINESS ANALYTICS	3

Dual MBA/MSM Core Courses

BL 558	LEGAL ESSENTIALS FOR BUSINESS SUCCESS	3
BTC 505	ORGANIZATIONAL RESILIENCE FRAMEWORK I	3
COM 511	EXECUTIVE COMMUNICATIONS	1
MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3
MGT 603	EVIDENCE-BASED DECISION MAKING	3
MGT 604	LEADING ORGANIZATIONAL CHANGE	3
IDS 590	RESILIENCY CAPSTONE	1

Choose one course from the following:

Note: If pursuing the Organizational Resilience Concentration, both BTC 500 and MGT 601 are required.

BTC 500	OPERATIONS MANAGEMENT & PROCESS EFFICIENCY	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3

Business Literacy Core

One course from Economics, Finance, and Marketing is required. Exclusions may be granted for coursework based on completion of undergraduate degrees with majors in discipline.

Economics

Choose one course from the following:

ECN 600	FOUNDATIONS OF ECONOMIC ANALYSIS	3
ECN 602	GLOBAL ECONOMICS	3
ECN 610	APPLIED ECONOMICS	3
ECN 670	SEMINAR IN ECONOMIC TOPICS AND ISSUES	3

Finance

Choose one course from the following:

FIN 500	PRINCIPLES OF FINANCE	3
FIN 610	FOUNDATIONS OF FINANCIAL ANALYSIS	3
FIN 620	FINANCIAL MANAGEMENT	3
FIN 621	FINANCIAL STATEMENT ANALYSIS	3
FIN 622	ADVANCED FINANCIAL MANAGEMENT	3

Marketing

Choose one course from the following:

MKT 541	PUBLIC RELATIONS STRATEGIES	3
MKT 542	CONSUMER INSIGHTS	3
MKT 543	CREATIVITY AND INNOVATION	3
MKT 550	MARKETING FUNDAMENTALS	3
MKT 555	MARKETING APPLICATIONS AND METRICS	3

MBA Concentrations

Choose one concentration:

Economics (ECN)

Choose four 500-600 level Economics courses. BTC 506 may also be used towards the Economics concentration.

Finance (FIN)

Choose four 500-600 level Finance courses. BTC 506 may also be used towards the Finance concentration.

Interdisciplinary (IDS)

Choose four graduate level courses.

Marketing (MKT)

Choose four 500-600 level Marketing courses. BTC 506 may also be used towards the Marketing concentration.

Organizational Resilience (OR)

BTC 506	ORGANIZATIONAL RESILIENCE FRAMEWORK II	3
IDS 540	CONTINUOUS PROCESS IMPROVEMENT & MATURITY	3
IT 567	BUSINESS CONTINUITY, RESILIENCE, AND CRISIS MANAGEMENT	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3

Taxation (TAX)

Take the following two courses and choose two courses from the TAX electives listed below.

TAX 595	TAX AND BUSINESS TAXATION I	3
TAX 596	TAX AND BUSINESS TAXATION II	3

Choose two courses from the following to complete the TAX concentration:

TAX 510	BASIC CONCEPTS IN CORPORATE TAX (CORPORATE TAX I)	3
TAX 525	ADVANCED CONCEPTS IN CORPORATE TAXATION INCLUDING THE CONSOLIDATED TAX RETURN (CORPORATE TAX II)	3
TAX 532	INCOME AND TRANSFER TAX CONSEQUENCES FOR DECEDENTS, ESTATE AND TRUSTS	3
TAX 540	TAX PRACTICE AND PROCEDURE	3
TAX 599	INTRODUCTION TO TAX RESEARCH	3

MSM Concentrations

Choose one concentration:

Human Resource Management (HRM)

MGT 555	GLOBAL HUMAN RESOURCES MANAGEMENT	3
MGT 558	BUILDING A LEARNING CULTURE	3
MGT 562	STRATEGIC GLOBAL HUMAN RESOURCES MANAGEMENT	3

Small Business Management/Entrepreneurship (SBE)

MGT 540	STRATEGIC PLANNING FOR BUSINESSES AND ENTREPRENEURS	3
MGT 555	GLOBAL HUMAN RESOURCES MANAGEMENT	3
MKT 550	MARKETING FUNDAMENTALS	3

Strategic Leadership (SL)

MGT 546	ORGANIZATIONS AS COMPLEX ADAPTIVE SYSTEMS	3
MGT 547	STRATEGIC MANAGEMENT OF HUMAN, STRUCTURAL, AND RELATIONSHIP CAPITAL	3
MGT 548	STRATEGIC MANAGEMENT OF KNOWLEDGE AND INNOVATION	3

General Management (GM)

Choose 3 courses from the approved MSM electives listed below.

MGT 540	STRATEGIC PLANNING FOR BUSINESSES AND ENTREPRENEURS	3
MGT 546	ORGANIZATIONS AS COMPLEX ADAPTIVE SYSTEMS	3
MGT 547	STRATEGIC MANAGEMENT OF HUMAN, STRUCTURAL, AND RELATIONSHIP CAPITAL	3
MGT 548	STRATEGIC MANAGEMENT OF KNOWLEDGE AND INNOVATION	3
MGT 555	GLOBAL HUMAN RESOURCES MANAGEMENT	3
MGT 558	BUILDING A LEARNING CULTURE	3
MGT 562	STRATEGIC GLOBAL HUMAN RESOURCES MANAGEMENT	3

Dual MBA/MSM Additional Electives (if needed)

Choose from the approved MSM electives listed above.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 50 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 38 semester credit hours of core and concentration credits in residence in the MBA/MSM program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at

Walsh College.

- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on “My Progress.”

Dual Master of Business Administration and Master of Science in Marketing (MBA/MKT)

Program Requirements

Dual MBA/MKT Foundation Courses

ACC 514	FINANCIAL & MANAGERIAL ACCOUNTING FOR DECISION MAKING	3
COM 510	LEADERSHIP COMMUNICATION	3
IT 520	TECHNOLOGY INNOVATION, RISK MANAGEMENT, & CYBERSECURITY LEADERSHIP	3
MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3
QM 520	BUSINESS ANALYTICS	3

Dual MBA/MKT Core Courses

BL 558	LEGAL ESSENTIALS FOR BUSINESS SUCCESS	3
BTC 505	ORGANIZATIONAL RESILIENCE FRAMEWORK I	3
COM 511	EXECUTIVE COMMUNICATIONS	1
MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3
MGT 603	EVIDENCE-BASED DECISION MAKING	3
MGT 604	LEADING ORGANIZATIONAL CHANGE	3
IDS 590	RESILIENCY CAPSTONE	1

Choose one course from the following:

Note: If pursuing the Organizational Resilience Concentration, both BTC 500 and MGT 601 are required.

BTC 500	OPERATIONS MANAGEMENT & PROCESS EFFICIENCY	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3

Business Literacy Core

One course from Economics, Finance, and Marketing is required. Exclusions may be granted for coursework based on completion of undergraduate degrees with majors in discipline.

Economics

Choose one course from the following:

ECN 600	FOUNDATIONS OF ECONOMIC ANALYSIS	3
ECN 602	GLOBAL ECONOMICS	3
ECN 610	APPLIED ECONOMICS	3
ECN 670	SEMINAR IN ECONOMIC TOPICS AND ISSUES	3

Finance

Choose one course from the following:

FIN 500	PRINCIPLES OF FINANCE	3
FIN 610	FOUNDATIONS OF FINANCIAL ANALYSIS	3
FIN 620	FINANCIAL MANAGEMENT	3
FIN 621	FINANCIAL STATEMENT ANALYSIS	3
FIN 622	ADVANCED FINANCIAL MANAGEMENT	3

Marketing

Choose one course from the following:

MKT 541	PUBLIC RELATIONS STRATEGIES	3
MKT 542	CONSUMER INSIGHTS	3
MKT 543	CREATIVITY AND INNOVATION	3
MKT 550	MARKETING FUNDAMENTALS	3
MKT 555	MARKETING APPLICATIONS AND METRICS	3

MBA Concentrations

Choose one concentration:

Economics (ECN)

Choose four 500-600 level Economics courses. BTC 506 may also be used towards the Economics concentration.

Finance (FIN)

Choose four 500-600 level Finance courses. BTC 506 may also be used towards the Finance concentration.

Interdisciplinary (IDS)

Choose four graduate level courses.

Marketing (MKT)

Choose four 500-600 level Marketing courses. BTC 506 may also be used towards the Marketing concentration.

Organizational Resilience (OR)

BTC 506	ORGANIZATIONAL RESILIENCE FRAMEWORK II	3
IDS 540	CONTINUOUS PROCESS IMPROVEMENT & MATURITY	3
IT 567	BUSINESS CONTINUITY, RESILIENCE, AND CRISIS MANAGEMENT	3
MGT 601	DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING	3

Taxation (TAX)

Take the following two courses and choose two courses from the TAX electives listed below.

TAX 595	TAX AND BUSINESS TAXATION I	3
TAX 596	TAX AND BUSINESS TAXATION II	3

Choose two courses from the following to complete the TAX concentration:

TAX 510	BASIC CONCEPTS IN CORPORATE TAX (CORPORATE TAX I)	3
TAX 525	ADVANCED CONCEPTS IN CORPORATE TAXATION INCLUDING THE CONSOLIDATED TAX RETURN (CORPORATE TAX II)	3
TAX 532	INCOME AND TRANSFER TAX CONSEQUENCES FOR DECEDENTS, ESTATE AND TRUSTS	3
TAX 540	TAX PRACTICE AND PROCEDURE	3
TAX 599	INTRODUCTION TO TAX RESEARCH	3

MSMKT Electives

Choose five courses from the following:

BTC 506	ORGANIZATIONAL RESILIENCE FRAMEWORK II	3
IDS 540	CONTINUOUS PROCESS IMPROVEMENT & MATURITY	3
MGT 621	LEADING DEI CHANGE IN ORGANIZATIONS	3
MKT 541	PUBLIC RELATIONS STRATEGIES	3
MKT 542	CONSUMER INSIGHTS	3
MKT 543	CREATIVITY AND INNOVATION	3
MKT 544	CONSUMER SCIENCES	3
MKT 551	CONSUMER BEHAVIOR	3
MKT 555	MARKETING APPLICATIONS AND METRICS	3
MKT 560	BRAND MANAGEMENT	3

MKT 588	MARKETING INTERNSHIP	3

Dual MBA/MKT Additional Electives (if needed)

Choose from the approved MSMKT electives listed above.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 50 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 38 semester credit hours in residence in the MBAMKT program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Dual Master of Science in Accountancy and Master of Business Administration (MAC/MBA)

Program Requirements

Dual MAC/MBA Foundation Courses

ACC 500	FINANCIAL ACCOUNTING	3
ACC 501	INTERMEDIATE ACCOUNTING I	3
ACC 502	INTERMEDIATE ACCOUNTING II	3
MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3

Dual MAC/MBA Core Courses

ACC 503	FINANCIAL ACCOUNTING CONCEPTS	3
ACC 506	ACCOUNTING INFORMATION SYSTEMS	3
ACC 511	BUSINESS COMBINATIONS	3
ACC 512	GOVERNMENT & NOT-FOR-PROFIT ACCOUNTING	3
ACC 515	AUDITING	3
ACC 519	ADVANCED MANAGERIAL ACCOUNTING	3
COM 510	LEADERSHIP COMMUNICATION	3
FIN 500	PRINCIPLES OF FINANCE	3
IT 520	TECHNOLOGY INNOVATION, RISK MANAGEMENT, & CYBERSECURITY LEADERSHIP	3
MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3
MKT 550	MARKETING FUNDAMENTALS	3
TAX 595	TAX AND BUSINESS TAXATION I	3
TAX 596	TAX AND BUSINESS TAXATION II	3
TAX 598	TAX RETURN SEMINAR	3

Dual MAC/MBA Electives

Choose two courses from the following:

ACC 578	ACCOUNTING FOR INCOME TAXES	3
ACC 584	UNIFORM CPA EXAM REVIEW-FAR	3
ACC 585	CPA EXAM REVIEW-REGULATION	3
BL 558	LEGAL ESSENTIALS FOR BUSINESS SUCCESS	3
QM 520	BUSINESS ANALYTICS	3

Dual MAC/MBA Additional Electives (if needed)

Choose from any 500-600 level course not already required.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of

course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.

- Earn a minimum 48 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 36 semester credit hours of core and concentration credits in residence in the MAC/MBA program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Dual STEM Master of Business Administration and Master of Science in Information Technology Leadership (MBASTEM/ITL)

Program Requirements

Dual MBASTEM/ITL Foundation Courses

ACC 514	FINANCIAL & MANAGERIAL ACCOUNTING FOR DECISION MAKING	3
COM 510	LEADERSHIP COMMUNICATION	3
IT 520	TECHNOLOGY INNOVATION, RISK MANAGEMENT, & CYBERSECURITY LEADERSHIP	3
MGT 502	FOUNDATIONS FOR BUSINESS SUCCESS	3
QM 520	BUSINESS ANALYTICS	3

Dual MBASTEM/ITL Core

BL 558	LEGAL ESSENTIALS FOR BUSINESS SUCCESS	3
BTC 500	OPERATIONS MANAGEMENT & PROCESS EFFICIENCY	3
BTC 505	ORGANIZATIONAL RESILIENCE FRAMEWORK I	3
COM 511	EXECUTIVE COMMUNICATIONS	1
IT 505	GOVERNANCE, RISK & COMPLIANCE	3
IT 551	PROJECT MANAGEMENT FUNDAMENTALS	3
IT 599	CAPSTONE	3
MGT 600	LEADING A RESILIENT & DIVERSE WORKFORCE	3

Business Literacy Core

One course from Economics, Finance, and Marketing is required. Exclusions may be granted for coursework based on completion of undergraduate degrees with majors in discipline.

Economics

Choose one course from the following:

ECN 600	FOUNDATIONS OF ECONOMIC ANALYSIS	3
ECN 602	GLOBAL ECONOMICS	3
ECN 610	APPLIED ECONOMICS	3
ECN 670	SEMINAR IN ECONOMIC TOPICS AND ISSUES	3

Finance

Choose one course from the following:

FIN 500	PRINCIPLES OF FINANCE	3
FIN 610	FOUNDATIONS OF FINANCIAL ANALYSIS	3
FIN 620	FINANCIAL MANAGEMENT	3
FIN 621	FINANCIAL STATEMENT ANALYSIS	3
FIN 622	ADVANCED FINANCIAL MANAGEMENT	3

Marketing

Choose one course from the following:

MKT 541	PUBLIC RELATIONS STRATEGIES	3
MKT 542	CONSUMER INSIGHTS	3
MKT 543	CREATIVITY AND INNOVATION	3
MKT 550	MARKETING FUNDAMENTALS	3
MKT 555	MARKETING APPLICATIONS AND METRICS	3

STEM MBA Concentrations

Choose one concentration:

Business Analytics (BA)

BTC 506	ORGANIZATIONAL RESILIENCE FRAMEWORK II	3
QM 504	PRINCIPLES OF DATA ANALYTICS	3
QM 600	PRESCRIPTIVE ANALYSIS	3
QM 602	LEAN SIX SIGMA	3

Information Systems Management (ISM)

BTC 506	ORGANIZATIONAL RESILIENCE FRAMEWORK II	3
IT 501	IT SYSTEMS ANALYSIS	3
IT 506	IT LEADERSHIP & STRATEGY	3
IT 565	CYBERSECURITY FOR LEADERSHIP	3

MSITL Concentrations

Choose one concentration:

Executive Leadership (EL)

Complete the following three courses and choose one course from IT 512 or IT 565.

IT 566	SECURITY PROGRAM MANAGEMENT	3
IT 567	BUSINESS CONTINUITY, RESILIENCE, AND CRISIS MANAGEMENT	3
IT 575	NETWORK AND ENTERPRISE ARCHITECTURE	3

Choose one:

If pursuing the Information Systems Management and Executive Leadership concentrations, both IT 512 and IT 565 are required.

IT 512	INTELLIGENCE ANALYSIS TOOLS AND TECHNIQUES	3
IT 565	CYBERSECURITY FOR LEADERSHIP	3

Global Project and Program Management (GPM)

IT 552	PROJECT PROGRAM AND PORTFOLIO MANAGEMENT	3
IT 553	PRODUCT PROGRAM AND PORTFOLIO MANAGEMENT	3
IT 554	AGILE PROJECT MANAGEMENT	3
IT 555	GLOBAL PROJECT LEADERSHIP	3

Dual MBASTEM/ITL Additional Electives (if needed)

Choose from the approved MSITL electives listed above.

Notes:
Courses cannot be used more than once to satisfy multiple requirements.

No more than six credits allowed in directed study, practicum, and/or internship.

Electives or concentrations from subsequent catalogs are permitted.

Online Course Orientation

The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh College.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.
- Earn a minimum 55 graduate semester credit hours, which may include up to a maximum of 15 semester credit hours of advanced standing, therefore requiring 40 semester credit hours of core and concentration credits in residence in the MBASTEM/ITL program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Graduate Certificates

This section of the Catalog provides details on Walsh College graduate level certificate programs, required courses, and graduation requirements. There are no limits on the number of certificates that can be earned. Certificates will not be awarded for courses completed as part of a degree program.

Students may receive advanced standing credit, exclusions, or waivers for specific courses. Upon earning a certificate, a student who wishes to apply to any Walsh College degree program will be held to all admissions requirements under the catalog year in which the individual applies. Coursework completed as part of a graduate certificate program that is either a core or elective course of the graduate degree program will be considered for advanced standing credit and will be noted on the student's graduate academic transcript. Degree programs have time limits for the transferability of advanced standing credit.

Walsh College certificate programs include:

Cybersecurity Certificate

Foundation Courses

IT 531	NETWORK FUNDAMENTALS	1
IT 565	CYBERSECURITY FOR LEADERSHIP	3

Certificate Courses

IT 510	CYBERSECURITY STRATEGIES AND TACTICS	3
IT 511	THREATS, VULNERABILITIES, CONTROLS, AND COUNTERMEASURES	3
IT 512	INTELLIGENCE ANALYSIS TOOLS AND TECHNIQUES	3
IT 532	OPERATING SYSTEMS AND VIRTUALIZATION	3

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a graduate certificate from Walsh College.

- Complete the program of study within a period of 48 calendar months (four years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Earn a minimum 12 graduate semester credit hours, which may include up to a maximum of 3 semester credit hours of advanced standing, therefore requiring 9 semester credit hours in residence in the Cybersecurity certificate program.

- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the graduate certificate requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on “My Progress.”

Data Analytics Certificate

Program Requirements

Foundation Course

QM 501	INTRODUCTION TO BUSINESS ANALYTICS	1

Certificate Courses

QM 504	PRINCIPLES OF DATA ANALYTICS	3
QM 505	DATA DRIVEN DECISION MAKING	3
QM 600	PRESCRIPTIVE ANALYSIS	3
QM 602	LEAN SIX SIGMA	3
QM 640	DATA ANALYTICS CAPSTONE	3

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a graduate certificate from Walsh College.

- Complete the program of study within a period of 48 calendar months (four years) from the initial date of course enrollment (as designated by the first semester attended on the student’s Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Earn a minimum 15 graduate semester credit hours, which may include up to a maximum of 6 semester credit hours of advanced standing, therefore requiring 9 semester credit hours in residence in the Data Analytics certificate program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the graduate certificate requirements at Walsh College.

- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on “My Progress.”

Global Project and Program Management Certificate

Program Requirements

Global Project and Program Management Courses

IT 551	PROJECT MANAGEMENT FUNDAMENTALS	3
IT 552	PROJECT PROGRAM AND PORTFOLIO MANAGEMENT	3
IT 553	PRODUCT PROGRAM AND PORTFOLIO MANAGEMENT	3
IT 554	AGILE PROJECT MANAGEMENT	3
IT 555	GLOBAL PROJECT LEADERSHIP	3

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a graduate certificate from Walsh College.

- Complete the program of study within a period of 48 calendar months (four years) from the initial date of course enrollment (as designated by the first semester attended on the student’s Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Earn a minimum 15 graduate semester credit hours, which may include up to a maximum of 6 semester credit hours of advanced standing, therefore requiring 9 semester credit hours in residence in the Global Project and Program Management certificate program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the graduate certificate requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on “My Progress.”

Human Resource Management Certificate

Program Requirements

Certificate Courses

MGT 555	GLOBAL HUMAN RESOURCES MANAGEMENT	3
MGT 558	BUILDING A LEARNING CULTURE	3
MGT 562	STRATEGIC GLOBAL HUMAN RESOURCES MANAGEMENT	3
MGT 621	LEADING DEI CHANGE IN ORGANIZATIONS	3

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a graduate certificate from Walsh College.

- Complete the program of study within a period of 48 calendar months (four years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Earn a minimum 12 graduate semester credit hours, which may include up to a maximum of 3 semester credit hours of advanced standing, therefore requiring 9 semester credit hours in residence in the Human Resource Management certificate program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the graduate certificate requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Strategic Business Communication Certificate

Program Requirements

Certificate Courses

COM 510	LEADERSHIP COMMUNICATION	3
MGT 606	COMMUNICATION STRATEGIES FOR CONTEMPORARY ORGANIZATIONS	3
MKT 541	PUBLIC RELATIONS STRATEGIES	3
MKT 550	MARKETING FUNDAMENTALS	3

Online Course Orientation
The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a graduate certificate from Walsh College:

- Complete the program of study within a period of 48 calendar months (four years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the dean of academics or designee.
- Earn a minimum 12 graduate semester credit hours, which may include up to a maximum of 3 semester credit hours of advanced standing, therefore requiring 9 semester credit hours in residence in the Strategic Business Communication certificate program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the graduate certificate requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with an academic advisor to review graduation requirements.
- Students can view their degree completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Doctoral Degree Programs

This section of the Catalog provides details on Walsh College doctoral degree programs, required courses, and graduation requirements.

**ACBSP requires new programs to be in place for two years and have graduates from the program to be eligible for accreditation review.*

Doctor of Business Administration (DBA)*

Program Overview

Introduction

The Doctor of Business Administration (DBA) is a terminal business degree. Graduates will have the high-level business knowledge necessary to excel as business leaders, consultants, and business educators. practical knowledge to solve business problems. They will demonstrate their expertise through applied research on a business topic of interest to them.

Designed with working professionals in mind, the DBA is a part-time program offered through a combination of online coursework and Zoom-enabled remote delivery, with on-campus engagement opportunities for local students to allow faculty and students to interact and form connections in real time.

DBA Program

The DBA curriculum is designed to blend theory and practice to provide students with the ability to deeply examine all the functional areas of business. Students will develop the ability to critically evaluate and solve real-world problems and create new knowledge. The program is 60 semester hours. After completion of the Research and Methods courses, DBA students will be required to take and pass a Preliminary Exam within two semesters of having completed RES 714. Upon successful completion of the Preliminary Exam, students will begin the 15-hour dissertation process.

Program Time Limits and Residency Requirements

All students enrolled in the program must successfully complete all required coursework, pass the Preliminary Exam and Proposal Presentation Defense within a maximum of seven years (84 months) after commencing the program. The Doctoral Committee will review any exceptions beyond the stated criteria.

Admitted students will receive a handbook containing other information pertinent to the doctoral program.

The Doctoral Handbook serves as program guidance and governance for doctoral students. The Doctoral Handbook will cover course and grading policies; academic progress structures; Preliminary Exam and Proposal Presentation Defense requirements; program governance and student compliance details; and dissertation specifications.

*ACBSP requires new programs to be in place for two years and have graduates from the program before it will be reviewed for accreditation.

DBA Program Requirements

Core Courses

ACC 732	ACCOUNTING AND FINANCIAL REPORTING IN THE GLOBAL ECONOMY	3
COM 765	LEADERSHIP AND STRATEGIC COMMUNICATION	3
ECN 724	THE CONSEQUENCES OF ECONOMIC DEVELOPMENT FOR BUSINESS	3
FIN 748	FINANCIAL AND ECONOMIC MODEL ANALYSIS	3
MGT 700	DOCTORAL STUDIES SEMINAR	3
MGT 707	MANAGEMENT AND HUMAN BEHAVIOR IN ORGANIZATIONS	3
MGT 709	SUSTAINABILITY AND ETHICAL BUSINESS PRACTICES	3
MGT 718	LEADERSHIP THEORY AND HUMAN BEHAVIOR IN COMPLEX ORGANIZATIONAL SYSTEMS	3
MGT 722	MANAGING ORGANIZATIONAL DEVELOPMENT AND CHANGE	3
MGT 739	INNOVATION MANAGEMENT AND AGILE ORGANIZATIONAL SYSTEMS	3
MKT 743	MARKETING STRATEGY, STRUCTURES, AND SYSTEMS	3

Research and Methods Courses

RES 711	RESEARCH METHODS: INTRODUCTION AND SCOPE	3
RES 712	QUALITATIVE AND EXPLORATORY RESEARCH METHODS	3
RES 713	QUANTITATIVE RESEARCH METHODS I: DATA MANAGEMENT AND NON-EXPERIMENTAL	3
RES 714	QUANTITATIVE RESEARCH METHODS II: EXPERIMENTAL AND STATISTICAL	3

Dissertation Courses

DIS 796	DISSERTATION I - CHAPTER 1	3
DIS 797	DISSERTATION II – CHAPTER 2	3
DIS 798	DISSERTATION III – CHAPTER 3	3
DIS 799	DISSERTATION IV- CHAPTER 4	3
DIS 800	DISSERTATION V – CHAPTER 5	3

Online Course Orientation

The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a doctoral degree from Walsh College:

- Complete the program of study within a period of 84 calendar months (seven years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the doctoral program director or designee.
- Earn a minimum 60 doctoral semester credit hours, which may include up to a maximum of 30 semester credit hours of advanced standing, therefore requiring 30 semester credit hours in residence in the doctoral program.
- Prepare and successfully defend the Dissertation Proposal.
- Prepare and successfully defend the final Dissertation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with the doctoral program advisor to review graduation requirements.
- Students can view their program completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Doctor of Management (DM)*

Program Overview

Introduction

The Doctor of Management (DM) in is a professional doctoral degree program, advancing knowledge through theory and applied research and shaping candidates to effectively lead and manage contemporary organizations. The goal of the program is to develop scholar practitioners and is an intensive, part-time program, with a mix of on campus and online coursework, designed for working professionals. DM graduates may seek careers as business leaders, consultants, or business educators.

DM Program

The DM core courses are designed to provide an in-depth study of the issues associated with leadership, executive decision-making, and the management of people and processes in an environment of global change. The program is 60 semester hours. After 45 hours of concentrated coursework, DM students be required to take and pass a qualifying exam. Upon successful completion of that examination process, students will begin the 15-semester hour dissertation process.

Program Time Limits and Residency Requirements

All students enrolled in the program must successfully complete all coursework and comprehensive qualifying examinations within a maximum of seven years (84 months) after commencing the program. The program

director and/or program committee will review any exceptions beyond the stated criteria.

All students are required to attend all of the Residency sessions. Failure to attend a scheduled Residency will result in a pause in the student's academic progress until that particular Residency session is offered again and is successfully completed.

Admitted students will receive a handbook containing other information pertinent to the doctoral program.

The Doctoral Handbook serves as program guidance and governance for doctoral students. The Doctoral Handbook will cover course and grading policies; academic progress structures; Preliminary Exam and Proposal Presentation Defense requirements; program governance and student compliance details; and dissertation specifications.

*ACBSP requires new programs to be in place for two years and have graduates from the program before it will be reviewed for accreditation.

DM Program Requirements

Management Core Courses

FIN 748	FINANCIAL AND ECONOMIC MODEL ANALYSIS	3
MGT 700	DOCTORAL STUDIES SEMINAR	3
MGT 707	MANAGEMENT AND HUMAN BEHAVIOR IN ORGANIZATIONS	3
MGT 718	LEADERSHIP THEORY AND HUMAN BEHAVIOR IN COMPLEX ORGANIZATIONAL SYSTEMS	3
MGT 722	MANAGING ORGANIZATIONAL DEVELOPMENT AND CHANGE	3
MGT 726	ADVANCED TOPICS IN ORGANIZATIONAL KNOWLEDGE CREATION & DISSEMINATION	3
MGT 739	INNOVATION MANAGEMENT AND AGILE ORGANIZATIONAL SYSTEMS	3
MGT 753	STRATEGIC PERSPECTIVES IN THE 21ST CENTURY	3
MKT 743	MARKETING STRATEGY, STRUCTURES, AND SYSTEMS	3

Research and Methods Courses

RES 711	RESEARCH METHODS: INTRODUCTION AND SCOPE	3
RES 712	QUALITATIVE AND EXPLORATORY RESEARCH METHODS	3

RES 713	QUANTITATIVE RESEARCH METHODS I: DATA MANAGEMENT AND NON-EXPERIMENTAL	3
RES 714	QUANTITATIVE RESEARCH METHODS II: EXPERIMENTAL AND STATISTICAL	3

Residency Courses

MGT 758	RESIDENCY #2-METHODOLOGICAL SYNTHESIS	3
MGT 759	RESIDENCY #3-DISSERTATION TOPIC POSTER PRESENTATION	3

Dissertation Courses

DIS 796	DISSERTATION I - CHAPTER 1	3
DIS 797	DISSERTATION II – CHAPTER 2	3
DIS 798	DISSERTATION III – CHAPTER 3	3
DIS 799	DISSERTATION IV- CHAPTER 4	3
DIS 800	DISSERTATION V – CHAPTER 5	3

Online Course Orientation

The free and no credit Moodle orientation (MDL*001*R1) is mandatory for all students. MDL*001*R1 must be taken prior to the start of the first course.

Graduation Requirements

Students must complete the prescribed requirements to graduate with a doctoral degree from Walsh College:

- Complete the program of study within a period of 84 calendar months (seven years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh College transcript). Extensions to this time requirement will only be granted upon review of the request by the doctoral program director or designee.
- Earn a minimum 60 doctoral semester credit hours, which may include up to a maximum of 30 semester credit hours of advanced standing, therefore requiring 30 semester credit hours in residence in the doctoral program.
- Prepare and successfully defend the Dissertation Proposal.
- Prepare and successfully defend the final Dissertation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh College.
- Students preparing for graduation must file an official Application for Graduation. Students can make an appointment with the doctoral program advisor to review graduation requirements.
- Students can view their program completion progress any time by logging into Self-Service for Students through the portal and clicking on "My Progress."

Courses

ACC - Accounting

ACC 100** - SMALL BUSINESS ACCOUNTING

This course is to be completed at the transfer school.

ACC 201** - PRINCIPLES OF ACCOUNTING I (3)

This course introduces the fundamental principles of accounting as a basis for business decision-making. Students learn the theory and application of recording changes in financial conditions, measuring income, integrating the accounting cycle into business operations, accounting for cash transactions, receivables, inventories, inventory valuation, fixed and intangible asset valuation, accounting systems, and payroll accounting.

Prerequisite: None.

ACC 300 - FINANCIAL ACCOUNTING (3)

This fundamental accounting course is designed to enable the student to prepare, evaluate, and use accounting data. The mechanics of financial accounting and the overall effect of accounting procedures on published financial statements are examined in detail.

Distribution: ACCOUNTING. Prerequisite: MTH 300. Cannot be used for credit after completing ACC 201 and ACC 202.

Outcomes

Apply fundamental accounting concepts to understand the accounting cycle.
Construct the income statement and balance sheet according to GAAP.
Determine the economic soundness of an organization by performing basic financial statement analysis.
Integrate the accounting knowledge and skills necessary for subsequent coursework in the Walsh graduate programs.
Analyze accounting events affecting assets, liabilities, revenues, and expenses; determine financial statement effect.

ACC 301 - INTERMEDIATE ACCOUNTING I (3)

This course is an examination of the intermediate level of problems in the definition and valuation of assets, liabilities, and the determination of net income. Topics include a thorough study of the income statement and balance sheet, present value concepts, current assets, fixed assets, and impairments.

Distribution: ACCOUNTING. Prerequisite: ACC 202 or ACC 300.

Outcomes

Apply fundamental accounting concepts to understand the accounting cycle.
Construct the income statement and balance sheet according to GAAP.
Contrast the cash and accrual bases of accounting.
Analyze accounting events affecting current assets and determine their effect on the financial statements.
Analyze accounting events affecting noncurrent assets and determine their effect on the financial statements.

ACC 302 - INTERMEDIATE ACCOUNTING II (3)

This course is a continuation of the intermediate level of accounting. Topics include current liabilities, bonds payable, equities, treasury stock, earnings per share, construction accounting, leases, postretirement benefits, and tax allocation.

Distribution: ACCOUNTING. Prerequisite: ACC 301.

Outcomes

Analyze the accounting for current liabilities and noncurrent liabilities.
Construct the equity section of the balance sheet and assess a company's earnings per share.
Determine the proper financial statement presentation caused by interperiod tax allocation and capitalization of leases.
Contrast the effect of defined benefit and defined contribution pension plans and analyze their financial statement effect.
Contrast and compare different methods of revenue recognition, including the percentage of completion method.

ACC 303 - FINANCIAL ACCOUNTING CONCEPTS (3)

This course includes a thorough coverage of key fundamental and intermediate accounting topics, developing related skills needed to succeed in advanced accounting courses. Specific topics include error analysis, prospective and retrospective changes, financial statement relationships, investments, the statement of cash flows, and IFRS.

Distribution: ACCOUNTING. Prerequisite: ACC 301.

Outcomes

Detect accounting errors and measure financial statement effect.
Interpret and apply ASC 250 for accounting errors and changes.
Distinguish between investment categories and apply appropriate accounting treatment as defined by ASC 320 - Debt and Equity Securities.
Construct a Statement of Cash Flows by applying the indirect and direct methods as defined by ASC 230.
Analyze the monetary effect of business transactions on the Statement of Cash Flows.
Distinguish between accounting concepts based on U.S. GAAP and IFRS.

ACC 310 - MANAGERIAL ACCOUNTING (3)

This course provides a basic technical understanding of managerial accounting topics with an emphasis on the uses of accounting data by managers. Topics include unit cost determination, cost-volume-profit analysis, direct costing, variance analysis, and budgeting.

Distribution: ACCOUNTING. Prerequisite: ACC 202 or ACC 300.

Outcomes

Develop an understanding of basic business activities in the service sector, merchandising sector, and manufacturing sector.
Explain the purpose of accounting and the uses and limitations of accounting information in making investment as well as business decisions.
Develop enhanced analytical, communication, interpersonal, and critical thinking skills for success in the world of business.
Summarize the importance of information technology with regard to financial information.
Examine the global perspective of accounting and business.

ACC 406 - ACCOUNTING INFORMATION SYSTEMS (3)

This course examines a basic accounting and internal control system, using a hands-on approach to record transactions resulting in a complete financial statement package. It includes exposure to both manually prepared and computer-generated accounting information, utilizing accounting software packages and spreadsheet applications.

Distribution: ACCOUNTING. Prerequisite: ACC 301.

Outcomes

Determine the data flow of transactions through a business. This includes examining each business transaction and preparing the appropriate business document in a hands-on project.
Create a business using accounting software and prepare all accounting transactions in the accounting cycle. Software utilized includes Excel and QuickBooks.
Analyze business transactions to ensure controls and segregation of duties are in place to mitigate fraud within an organization.
Design a system of internal controls with the related policies and procedures for an integrated accounting information system.

ACC 411 - BUSINESS COMBINATIONS (3)

This course focuses on the theories of advanced accounting for investments and parent- subsidiary relationships. Students learn to apply appropriate accounting procedures and prepare spreadsheets for consolidated corporate entities.

Distribution: ACCOUNTING. Prerequisite: ACC 302 and ACC 303.

Outcomes

Discuss the reason for business combinations and the journal entries used for acquisitions; the legal forms of business combinations; recording fair values in an acquisition for goodwill or a bargain purchase; and the Sarbanes-Oxley Act of 2002.
Evaluate the fair value / cost and the equity method of accounting for investments; identify when a liquidating dividend occurs when using the cost method and how to properly record; demonstrate proper use of the one-line equity method which includes income and investment entries.
Create consolidated balance sheets which includes the recording of the fair value of the subsidiary at the date of acquisition, the proper recognition of the fair value versus book value differential and noncontrolling interest, the amortization of the excess of the fair value over the book value in periods subsequent to the acquisition, and the preparation of eliminating and adjusting workpaper entries.
Develop the consolidation workpaper for the year of acquisition and subsequent years when the parent uses the complete equity method to account for its investment in the subsidiary, which involves the use of the sequence of workpaper entries to enter appropriate adjustment and elimination entries.
Analyze intercompany sales of inventory between parent and subsidiary, which includes elimination of sales, recognition of unrealized profit in beginning inventory, elimination of unrealized profit in ending inventory, and proper computation of upstream and downstream sale situations.
Analyze intercompany sales of both non-depreciable and depreciable assets, which includes deferring unrealized profits on plant asset transfers while the asset remains intercompany and recognizing realized, previously-deferred profits when sold to an outside entity, also the piecemeal recognition of gains in upstream and downstream sale situations.
Evaluate foreign currency denominated sales and purchase transactions including the use of forward contracts and options for fair value and cash flow hedges.
Compare and contrast the use of the translation and remeasurement methods for consolidation of foreign subsidiaries.

ACC 412 - GOVERNMENT & NOT-FOR-PROFIT ACCOUNTING (3)

This course examines fund accounting and the reporting for state and local government units, hospitals, colleges, and other not-for-profit organizations.

Distribution: ACCOUNTING. Prerequisite: ACC 302 and ACC 303.

Outcomes

Study the accounting and financial reporting for governmental and private not-for-profit organizations.
Describe the basic accounts used by governmental entities; apply the modified accrual basis of accounting as required; prepare fund-basis financial statements.
Prepare the fund basis financial statements for proprietary funds.
Practice the steps necessary to prepare government-wide financial statements for governmental organizations.
Describe characteristics of private not-for-profit organizations; apply the accrual basis of accounting in the recording of typical transactions; prepare financial statements for private not-for-profit organizations.

ACC 415 - AUDITING (3)

This course examines the principles and procedures of the auditing function, focusing on the specific techniques employed by Certified Public Accounting firms. Major emphasis is placed on preparing the student for the Auditing section of the Uniform CPA Exam. Topics include audit ethics, audit documentation, internal controls, statistical sampling, examination of evidence, and audit reports.

Distribution: ACCOUNTING. Prerequisite: ACC 302, ACC 303 and ACC 406.

Outcomes

Identify, explain, and apply generally accepted auditing standards applicable to public and non-public company audits.
Describe auditor activities in all stages of the audit, from audit planning to issuing an opinion.
Identify and justify the appropriate audit opinion to be issued under various circumstances.
Assess the sufficiency and competency of evidence in light of audit risk and materiality.
Identify, test, and assess effectiveness of internal control procedures as they relate to a financial statement audit.
Explain the regulatory climate in which auditors work.
Explain the auditor's ethical and legal responsibilities.
Describe other assurance services, including internal and compliance audits, and how auditors perform them.

ACC 419 - ADVANCED MANAGERIAL ACCOUNTING (3)

This course examines cost accounting and the internal accounting procedures and concepts used in the decision-making process. Topics include process costing, job costing, budgeting, standard costing, differential cost analysis, variable costing, variance analysis, activity-based costing, and capital budgeting.

Distribution: ACCOUNTING. Prerequisite: ACC 302 or ACC 303 and ACC 310.

Outcomes
Distinguish the differences between managerial and financial accounting.
Construct a master budget.
Calculate material, labor and overhead price and efficiency variances in a standard-costing environment to provide management with operational feedback.
Measure the results of investment centers using the ROI, RI and EVA methods.
Establish appropriate transfer prices using the general rule.
Determine relevant costs and benefits to support management decision-making for a variety of business situations.
Analyze capital investment projects using time value techniques and accounting measures, including the effects of income tax on such investments.
Distinguish costs as product or period and describe the basic elements of product cost.
Distinguish cost behavior as fixed, variable or semi-variable.
Distinguish between job-order costing and process costing systems and calculate inventory values using both systems.
Construct journal entries to record the flow of costs through raw materials, work-in-process, finished goods and cost of goods sold, including overhead application.
Select appropriate cost drivers for the analysis of various cost objects.
Evaluate the limitations of absorption costing in the context of decision-making and examine the use of the contribution approach and alternative costing systems to address these limitations.
Estimate costs using the high-low and account analysis methods.
Assess and make recommendations on a variety of typical business decisions using cost-volume-profit analysis.

ACC 480 - SEMINAR IN ACCOUNTING SYSTEMS (1)

A one-credit seminar offered to guest students or non-degree undergraduate students only. This course is designed to meet the accounting systems requirements for the Uniform CPA Exam as set by the Michigan State Board of Accountancy. Credit is earned by completion of readings, objective questions, and essay questions relating to accounting systems.

Distribution: ACCOUNTING. Prerequisite: None. Open to guest & non-degree students only.

Outcomes
Contact your instructor for learning outcomes.

ACC 483 - DIRECTED STUDY IN ACCOUNTING (3)

These courses provide students with an opportunity to investigate an accounting topic not otherwise studied in their curriculum. Requests for a directed study must be initiated through the Admissions and Academic Advising office and are granted only in unique circumstances. Students are limited to no more than six (6) semester credit hours (if approved) in directed study and/or internship courses toward graduation requirements.

Distribution: ACCOUNTING. Prerequisite: Students must have written permission of the department chair.

Outcomes
Contact your instructor for learning outcomes.

ACC 488 - ACCOUNTING INTERNSHIP (3)

This elective course gives students who have secured accounting or tax internships the opportunity to earn credit. The student must be employed in a part-time or full-time accounting/tax internship position for approximately 11 weeks. The student will maintain a written weekly log for all duties performed and will submit a formal report on the internship experience, submit an employer prepared performance review, and complete a project requiring research into an SEC corporation. An accounting/tax internship can only be used

as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. No more than 6 credits are allowed in directed study, practicum, and/or internship courses toward graduation requirements.

Distribution: ACCOUNTING. Prerequisite: ACC 301; Students must have written permission of the department chair and a cumulative GPA of 3.250.

Outcomes
Contact your instructor for learning outcomes.

ACC 494 - ACCOUNTING PRACTICUM (3)

This elective course gives students who have secured accounting or tax internships the opportunity to earn credit. The student must be employed in a part-time or full-time accounting/tax position. A written weekly log detailing responsibilities and achievements is required, as well as a report summarizing learning outcomes. Evidence of employer supervision, supported by an appraisal from supervisor(s), is required to complete the course requirements. An accounting/tax internship can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. No more than 6 credits are allowed in directed study, practicum, and/or internship courses toward graduation requirements.

Distribution: ACCOUNTING. Prerequisite: ACC 301;Students must have written permission of the department chair and a cumulative GPA of 3.250.

Outcomes
Contact your instructor for learning outcomes.

ACC 500 - FINANCIAL ACCOUNTING (3)

The course offers thorough coverage of the basic financial accounting concepts and standards to result in the compilation of accrual-basis financial statements, including proper disclosures according to Generally Accepted Accounting Principles. Specific topics include current and noncurrent assets and liabilities, as well as contributed capital and retained earnings. Development and analysis of the income statement, balance sheet, and statement of cash flows are expected.

Distribution: ACCOUNTING. Prerequisite: MGT 502 (may be taken concurrently).

Outcomes
Measure the impact of financial transactions in accordance with generally accepted accounting principles.
Develop the understanding of financial accounting needed to apply critical thinking when accounting data and concepts are presented in Walsh finance, management, technology, marketing, and business communications courses.
Compile the required income statement, balance sheet and statements of stockholders' equity and retained earnings given transaction analysis.
Examine financial transactions and determine impact on current and noncurrent assets and liabilities, as well as contributed capital and retained earnings.
Analyze various financial ratios to allow comparability with other business entities in similar industries.

ACC 501 - INTERMEDIATE ACCOUNTING I (3)

The first of three Intermediate Financial Accounting courses introduces the accrual basis of accounting, applying appropriate principles for measuring and reporting financial information on the income statement and balance sheet. Emphasis is on capitalization of assets, present value and future value computations, and impairment of noncurrent and intangible assets. Additional topics include discontinued operations and depletion of natural resources.

Distribution: ACCOUNTING. Prerequisite: ACC 500.

Outcomes

Compare the accrual-basis and cash methods of accounting, determining the impact on financial statements and related disclosures.
Analyze various accounting concepts and their application to current and noncurrent assets, including the potential to accumulate depreciation and record annual impairments.
Contrast the accounting effects of present value and future value computations and their effect on interest amortization.
Classify assets as current or noncurrent; determine proper financial statement disclosure according to the pronouncements of the Financial Accounting Standards Board.
Construct the multi-step income statement, including the appropriate inclusion of discontinued operations reported net of tax.

ACC 502 - INTERMEDIATE ACCOUNTING II (3)

The second of three Intermediate Financial Accounting courses focuses on current and noncurrent liabilities, revenue recognition, contributed capital, retained earnings, employee pensions, both operating and finance leases, net operating loss carryforwards, and applicable pronouncements by the Financial Accounting Standards Board.

Distribution: ACCOUNTING. Prerequisite: ACC 501.

Outcomes

Analyze the accounting for current and noncurrent liabilities; compare the expense method of accounting for warranties with the deferred method and measure the financial statement impact.
Differentiate between operating and finance leases in accordance with the pronouncement of the Financial Accounting Standards Board.
Contrast the effect of the defined benefit plan and the defined contribution plan and analyze their effect on the Projected Benefit Obligation and the Fair Value of Assets.
Reconcile cash activity per entity records with the cash activity per entity bank, allowing for investigation of all unexplained differences.
Contrast the development of future taxable items and future deductible items; determine their effect on accrual-basis net income and IRS taxable income.

ACC 503 - FINANCIAL ACCOUNTING CONCEPTS (3)

In the third Intermediate Financial Accounting course, critical analysis of the statement of cash flows is expected, resulting in the understanding of the inter-relationships among the income statement, balance sheet, and statement of stockholders' equity. Prospective and retroactive accounting errors combine with prior period adjustments to complete the coverage of financial statement disclosures. Additional topics include subsequent events, operating segments, interim financial statements, and related party transactions.

Distribution: ACCOUNTING. Prerequisite: MAC: ACC 501. BAC: ACC 301.

Outcomes

Contrast the effect of one-year accounting errors and multiple-year accounting errors on comparative income statements and balance sheets.
Compare the computations and effects of retroactive restatement with prospective accounting measurements, focusing on the self-correcting nature of accounting errors.
Compile a statement of cash flows, given specific assets and liability transactions along with comparative income statements and balance sheets.
Measure IFRS depreciation accounting and Other Comprehensive Income items; compare to similar items based on generally accepted accounting principles.
Examine proper disclosures for subsequent events, interim financial statements, external auditors' reports, operating segments, and related party transactions.
Analyze and interpret financial statement footnote disclosures, including related party transactions and subsequent events.
Examine financial statement disclosures for segment information and interim reports.
Differentiate among different types of auditor reports.

ACC 506 - ACCOUNTING INFORMATION SYSTEMS (3)

This course examines a basic accounting and internal control system, using a hands-on approach to record transactions resulting in a complete financial statement package. It includes exposure to both manually prepared and computer-generated accounting information, utilizing accounting software packages and spreadsheet applications.

Distribution: ACCOUNTING. Prerequisite: ACC 501.

Outcomes

Determine the data flow of transactions through a business. This includes examining each business transaction and preparing the appropriate business document in a hands-on project.
Create a business using accounting software and prepare all accounting transactions in the accounting cycle. Software utilized includes Excel and QuickBooks.
Analyze business transactions to ensure controls and segregation of duties are in place to mitigate fraud within an organization.
Design a system of internal controls with the related policies and procedures for an integrated accounting information system.

ACC 510 - FINANCIAL AND MANAGERIAL ACCOUNTING (3)

This course is an introduction to the financial and managerial accounting principles that are necessary for executive success. Specific topics include the primary financial statements, revenue and expense recognition, accounting procedures, product costing, and data-driven decision making.

Distribution: ACCOUNTING. Prerequisite: MGT 502 (may be taken concurrently).

Outcomes

Integrate the accounting knowledge and skills necessary for subsequent coursework in the Walsh graduate programs.
Explain fundamental accounting concepts and the accounting cycle.
Construct the income statement and balance sheet according to GAAP.
Analyze the financial statement effects of transactions affecting assets, liabilities, equity, revenues, and expenses.
Evaluate potential projects and investments using Cost-Volume-Profit analysis.
Distinguish between relevant and irrelevant revenues and costs.
Evaluate effects of decisions relating to outsourcing, make-or-buy, and further processing.

ACC 511 - BUSINESS COMBINATIONS (3)

This course focuses on the theories of advanced accounting for investments and parent- subsidiary relationships. Students learn to apply appropriate accounting procedures and prepare spreadsheets for consolidated corporate entities.

Distribution: ACCOUNTING. Prerequisite: MAC: ACC 502 and ACC 503. BAC: ACC 302 and ACC 303.

Outcomes

Discuss the reason for business combinations and the journal entries used for acquisitions; the legal forms of business combinations; recording fair values in an acquisition for goodwill or a bargain purchase; and the Sarbanes-Oxley Act of 2002.
Evaluate the fair value / cost and the equity method of accounting for investments; identify when a liquidating dividend occurs when using the cost method and how to properly record; demonstrate proper use of the one-line equity method which includes income and investment entries.
Create consolidated balance sheets which includes the recording of the fair value of the subsidiary at the date of acquisition, the proper recognition of the fair value versus book value differential and noncontrolling interest, the amortization of the excess of the fair value over the book value in periods subsequent to the acquisition, and the preparation of eliminating and adjusting workpaper entries.
Develop the consolidation workpaper for the year of acquisition and subsequent years when the parent uses the complete equity method to account for its investment in the subsidiary, which involves the use of the sequence of workpaper entries to enter appropriate adjustment and elimination entries.
Analyze intercompany sales of inventory between parent and subsidiary, which includes elimination of sales, recognition of unrealized profit in beginning inventory, elimination of unrealized profit in ending inventory, and proper computation of upstream and downstream sale situations.
Analyze intercompany sales of both non-depreciable and depreciable assets, which includes deferring unrealized profits on plant asset transfers while the asset remains intercompany and recognizing realized, previously-deferred profits when sold to an outside entity, also the piecemeal recognition of gains in upstream and downstream sale situations.
Evaluate foreign currency denominated sales and purchase transactions including the use of forward contracts and options for fair value and cash flow hedges.
Compare and contrast the use of the translation and remeasurement methods for consolidation of foreign subsidiaries.

ACC 512 - GOVERNMENT & NOT-FOR-PROFIT ACCOUNTING (3)

This course examines fund accounting and the reporting for state and local government units, hospitals, colleges, and other not-for-profit organizations.

Distribution: ACCOUNTING. Prerequisite: MAC: ACC 502 and ACC 503. BAC: ACC 302 and ACC 303.

Outcomes

Study the accounting and financial reporting for governmental and private not-for-profit organizations.
Describe the basic accounts used by governmental entities; apply the modified accrual basis of accounting as required; prepare fund-basis financial statements.
Prepare the fund basis financial statements for proprietary funds.
Practice the steps necessary to prepare government-wide financial statements for governmental organizations.
Describe characteristics of private not-for-profit organizations; apply the accrual basis of accounting in the recording of typical transactions; prepare financial statements for private not-for-profit organizations

ACC 514 - FINANCIAL & MANAGERIAL ACCOUNTING FOR DECISION MAKING (3)

This course introduces the financial and managerial accounting principles necessary to evaluate and use accounting data in business decision making and planning. Managerial accounting topics include interpreting financial statement information to assess business entity operating performance, describing the theoretical principles supporting accrual-based accounting, producing complete financial statements from source data, determining business performance through trend analysis and the importance of the balance sheet, income statement and statement of cash flows and how they are used by stakeholders.

Distribution: ACC. Prerequisite: MGT 502.

ACC 515 - AUDITING (3)

This course provides a carefully balanced presentation of audit theory and practice. Special attention is paid to the nature of professional conduct, audit evidence, audit planning, internal controls, audit sampling, and reports and procedures for audited financial statements, compilations, and reviews. Included is coverage of pronouncements from both the Auditing Standards Board and the PCAOB. Emphasis is placed on auditing financial statements using a risk-based approach.

Distribution: ACCOUNTING. Prerequisite: MAC: ACC 502, ACC 503, 506 and COM 510; MAC.W: ACC 503 and COM 510; UG: ACC 302, ACC 303, ACC 406 and ACC 418 or COM 340.

Outcomes

Identify, explain, and apply generally accepted auditing standards applicable to public and non-public company audits.
Demonstrate your understanding of relevant auditing theories and concepts by applying this knowledge to a case study.
Describe auditor activities in all stages of the audit, from audit planning to issuing an opinion.
Identify and justify the appropriate audit opinion to be issued under various circumstances.
Assess the sufficiency and competency of evidence in light of audit risk and materiality.
Identify, test, and assess effectiveness of internal control procedures as they relate to a financial statement audit.
Explain the regulatory climate in which auditors work.
Explain the auditor's ethical and legal responsibilities.
Describe other assurance services, including internal and compliance audits, and how auditors perform them.
Employ research techniques applicable in the completion of a course related case study.

ACC 519 - ADVANCED MANAGERIAL ACCOUNTING (3)

This course examines cost accounting and the internal accounting procedures and concepts used in the decision-making process. Topics include process costing, job costing, budgeting, standard costing, differential cost analysis, variable costing, variance analysis, activity-based costing, and capital budgeting.

Distribution: ACCOUNTING. Prerequisite: ACC 502 or ACC 503.

Outcomes

Distinguish the differences between managerial and financial accounting.
Construct a master budget.
Calculate material, labor and overhead price and efficiency variances in a standard-costing environment to provide management with operational feedback.
Measure the results of investment centers using the ROI, RI and EVA methods.
Establish appropriate transfer prices using the general rule.
Determine relevant costs and benefits to support management decision-making for a variety of business situations.
Analyze capital investment projects using time value techniques and accounting measures, including the effects of income tax on such investments.
Distinguish costs as product or period and describe the basic elements of product cost.
Distinguish cost behavior as fixed, variable or semi-variable.
Distinguish between job-order costing and process costing systems and calculate inventory values using both systems.
Construct journal entries to record the flow of costs through raw materials, work-in-process, finished goods and cost of goods sold, including overhead application.
Select appropriate cost drivers for the analysis of various cost objects.
Evaluate the limitations of absorption costing in the context of decision-making and examine the use of the contribution approach and alternative costing systems to address these limitations.
Estimate costs using the high-low and account analysis methods.
Assess and make recommendations on a variety of typical business decisions using cost-volume-profit analysis.

ACC 550 - ADVANCED AUDITING (3)

A continuation of the review of audit principles and techniques introduced in Auditing, including performing a simulated audit. Forensic accounting, Sarbanes-Oxley requirements, and SEC regulations are additional topics.

Distribution: ACCOUNTING. Prerequisite: ACC 515.

Outcomes

Obtain an understanding of the interrelationships among the audit decisions involved in audit planning, audit testing, and the formation of the auditor's opinion.
Understand the different ways that organizations fight fraud.
Understand how companies can eliminate opportunities for fraud.
Identify accounting symptoms of fraud and describe internal controls that help detect fraud.
Obtain hands-on practice in the preparation of an audit work paper file.
Develop skills in analyzing transactions and applying auditing knowledge.
Evaluate audit evidence in support of the auditor's opinion and audit report.
Identify ethical issues, analyze the ethical issues, and articulate why a specific course of action is ethically defensible.
Identify the multiple ethical interests at stake in a real-world situation or practice.
Integrate, synthesize, and apply knowledge of ethical dilemmas and resolutions in business settings.
Understand the seriousness of the fraud problem and how it affects individuals, consumers, and organizations.
Understand the fraud triangle and explain why people and organizations commit fraud.

ACC 564 - DATA ANALYTICS FOR ACCOUNTING (3)

Analysis of data as it pertains to accounting professionals. The focus will be on analytic techniques for decision making and examination of "big data" involving accounting information. The course will include discussion and application of the technical aspects of data acquisition, cleansing and loading into data warehouse structures. Hands-on experience to develop skills with select software tools used in data analytics for accounting professionals.

Distribution: ACCOUNTING. Prerequisite: IT 542.

Outcomes
Apply analytic techniques enabling optimization of business strategies.
Access methods of data analysis supporting quality audit evidence.
Construct effective data models, applying skills developed with use of select data visualization tools.
Propose strategies for application of the technical aspect of data acquisition, cleansing and loading

ACC 565 - DATA ANALYTICS CAPSTONE (3)

The Capstone/Practicum Project provides the opportunity for integrating program learning within a project framework. Each student identifies or defines a professionally relevant need to be addressed that represents an opportunity to assimilate, integrate, or extend learning derived through the program. The student will work with the Capstone Project Advisor to develop a proposal. After review and approval by the Capstone Project Advisor, the student is authorized to complete the project. The student presents the completed project at the end of the semester.

Distribution: ACCOUNTING. Prerequisite: QM 600.

Outcomes
Employ the knowledge gained from the MAC Concentration in Data Analytics in the capstone research project paper.
Examine the characteristics of big data and the distributed file system repository structure to identify financial accounting big data problems.
Write a formal capstone research project paper.
Apply the objectives of research to a practical data analytics problem.
Create a project plan to successfully present a solution/goal to the stated problem.
Use appropriate research tools for an applied research project.
Evaluate the validity and reliability of statistics and other forms of research.
Use descriptive and inferential statistics to analyze financial accounting data.
Examine the data science life cycle from data collection, storage, query, and presentation of the result.
Apply skills and knowledge in preparing financial accounting data for analysis and conducting data queries.

ACC 570 - FORENSIC & INVESTIGATIVE ACCOUNTING (3)

This course provides an overview of the nature, elements and scope of modern forensic and investigative accounting. Topics include fraud assessment and detection, fraud auditing, litigation support, valuation, cybercrime and other key forensic topics. Students will also solve case studies that require practical application of the investigative techniques covered in the course.

Distribution: ACCOUNTING. Prerequisite: ACC 502 and ACC 503.

Outcomes
Identify and differentiate financial fraud (including its economic impact, elements, major types, prevention and detection) related to financial reporting and asset misappropriation.
Assess and evaluate the elements of, as well as the economic damages arising from, cybercrimes.
Assess and evaluate the different forms of litigation services provided by accountants along with the use of digital forensics and evidence management.
Assess and evaluate commercial and economic damages resulting from a litigation setting.
Research, assess, evaluate and communicate relevant fraud-related information in a professional manner.

ACC 574 - INDUSTRY ACCOUNTING AND AUDITING (3)

A review of several types of industries, accounting topics and the related accounting principles and auditing procedures. Topics will vary each semester; they could include accounting and auditing for school systems, retailers, casinos, manufacturers, pension plans, county government, construction contracts, variable interest

entities, IT security, and compilation and reviews.

Distribution: ACCOUNTING. Prerequisite: ACC 511, ACC 512, and ACC 515.

Outcomes
Understand the functions that an accountant is required to perform in a variety of business settings.
Analyze the essential roles an accountant would play in providing high-quality financial information, contributing to public and private sector development and aid the effectiveness agenda.
Evaluate opportunities available in the accounting profession and determine the characteristics of an accountant.

ACC 577 - PAYROLL AND EMPLOYEE BENEFITS (3)

This course is designed to introduce and develop a working understanding of accounting for payroll, payroll-related liabilities, payroll taxes and employee benefits.

Distribution: ACCOUNTING. Prerequisite: ACC 501.

Outcomes
Contact your instructor for learning outcomes.

ACC 578 - ACCOUNTING FOR INCOME TAXES (3)

This course is a systematic study of the basic concepts of tax accounting. At the end of the course, the student will have achieved a substantial technical knowledge of the application of FASB ASC Topic 740, including ASC Topic 740-10.

Distribution: ACCOUNTING. Prerequisite: MAC: ACC 501, ACC 502, TAX 595, and TAX 596. MST: TAX 510.

Outcomes
To obtain an understanding of the basic concepts and procedures of ASC740 and the financial statement disclosure requirements. The course will also contain discussions of audit risks, implementation issues and planning alternatives.

ACC 583 - DIRECTED STUDY IN ACCOUNTING (3)

These courses provide students with an opportunity to investigate an accounting topic not otherwise studied in their curriculum. A directed study will earn general elective credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office and are granted only in unique circumstances. Students are limited to no more than six (6) semester credit hours (if approved) in directed study and/or internship courses toward graduation requirements.

Distribution: ACCOUNTING. Prerequisite: Students must have written permission of the department chair.

Outcomes
Contact your instructor for learning outcomes.

ACC 584 - UNIFORM CPA EXAM REVIEW-FAR (3)

This course will provide students with an in-depth review of financial accounting theory and concepts while offering guidance and strategies for reading and responding to questions presented in certification exam format. The primary purpose of this course is to aid students in preparing to sit for the Financial Accounting and Reporting (FAR)
section of the Uniform CPA exam. Students are expected to have a strong working knowledge of all intermediate and advanced accounting courses material.

Distribution: ACC. Prerequisite: ACC 501, ACC 502, ACC 503, ACC 511, and ACC 512.

ACC 585 - CPA EXAM REVIEW-REGULATION (3)

This course is a comprehensive overview of the concepts involved in preparing students for successful completion of the CPA Exam - Regulation Section. Topics include review of the fundamental rules for ethics and responsibilities of certified public accountants, federal tax practice and procedure and an overview and analysis of the tax rules for individuals, corporations, S corporations and partnerships.

Distribution: ACCOUNTING. Prerequisite: TAX 595 and TAX 596.

ACC 588 - ACCOUNTING INTERNSHIP (3)

For this elective course, the student must secure an internship opportunity in the field of accounting or tax. The duration of the internship must be at least the duration of the semester in which the student is enrolled. The course includes periodic reports detailing both the tasks completed by the student and the learning outcomes addressed by the tasks. Contributions by the intern are evaluated by employer supervisors and reported to the instructor, with additional communication if necessary. Student provides analysis of an SEC corporation, based on review of financial statements, related footnotes, and supplementary information required in the 10-K.

Distribution: ACCOUNTING. Prerequisite: ACC 501; Students must have written permission of the department chair and a cumulative GPA of 3.250.

Outcomes
Contact your instructor for learning outcomes.

ACC 594 - ACCOUNTING PRACTICUM (3)

For this elective course, either part-time or full-time employment is evaluated by the College to determine if the employment is appropriate for the student to earn credit for practical experience. The student must then continue in the accounting/tax position for the duration of the semester in which enrolled. Bi-weekly reports are submitted by the student to the instructor, emphasizing achievement of learning objectives. Students are assigned a public corporation and required to submit detailed answers to questions based on the financial reporting requirements of the Financial Accounting Standards Board and the Public Company Accounting Oversight Board.

Distribution: ACCOUNTING. Prerequisite: ACC 501; Students must have written permission of the department chair and a cumulative GPA of 3.250.

Outcomes
Contact your instructor for learning outcomes.

ACC 732 - ACCOUNTING AND FINANCIAL REPORTING IN THE GLOBAL ECONOMY (3)

This course is intended to develop your understanding of the fundamental concepts and principles of financial and managerial accounting as well as their impact on executive decision making. The course also includes the preparation and use of accounting information to develop your skills in applied accounting research. After completion of the course, you should possess a working knowledge of financial statements prepared in accordance with current accounting standards and an understanding of managerial accounting topics including cost-volume-profit relationships and differential analysis.

Distribution: ACCOUNTING. Prerequisite: MGT 700.

BL - Business Law

BL 302 - BUSINESS LAW II (3)

This course is a study of legal rights and the resolution of legal disputes. Students study international and

space law, agency relationships, partnerships, corporations, limited liability companies, negotiable instruments, banking, secured transactions, creditor's rights, bankruptcy, legal issues arising in employment, investor protection, antitrust, consumer and environmental law, real property law, the legal liability of accountants and the basics of insurance, wills and trust.

Distribution: BUSINESS LAW. Prerequisite: BL 301.

Outcomes

Integrate legal principals to daily business activities and management level decision-making in the private sector.
Compare ethical theories in business transactions.
Discuss the legal aspects of agency and employment relationships, employment discrimination, business organizations and government regulation.
Demonstrate the real world effects that employment issues and government regulation have on business development.
Employ enhanced analytical, communication, interpersonal, and critical thinking skills for success in the world of business.
Distinguish the differences in the types of business organizations available for entrepreneurs.

BL 420 - THE LEGAL ENVIRONMENT OF BUSINESS (3)

This course is a survey of the legal environment in which contemporary business is conducted and the ethical and legal environment of business. Students are provided with a basic and practical understanding of American and international law in such a way as to assist them in meeting the challenges of day-to-day legal and ethical decision making in a rapidly changing business climate. This course introduces students to the foundations of U.S. law and the federal and state court systems. Students will discuss and explain the basics of modern contract law (E-contracts included), internet law and social media, negotiable instruments and bankruptcy, in addition to identifying and evaluating business and employment relationships, aspects of property law, environmental law and commercial transactions, personal and business torts, securities regulation and consumer protection laws. Comparing aspects and advantages of various business organizations is included.

Distribution: BUSINESS LAW. Prerequisite: None. May not be taken for credit after completion of BL 302.

Outcomes

Analyze legal principals within business activities and management level decision making
Compare and contrast the federal and state legal systems
Analyze the legal aspects of agency relationships and employment relationships
Recognize the legal elements arising in contractual relationships
Identify important federal and state regulations that affect business activities
Evaluate the aspects of debtor/creditor legislation
Examine real and personal property ownership categories

BL 558 - LEGAL ESSENTIALS FOR BUSINESS SUCCESS (3)

This course is a comprehensive overview of the legal and ethical environment of business for today's entrepreneurs and managers. Students learn key aspects of law and legal reasoning for conducting both domestic and international business. Topics include severing current employment relationships, agency, contracts, real, personal and intellectual property, raising capital, operational liabilities, insurance, internet law and social media.

Distribution: BL. Prerequisite: None.

BTC - Business & Technology

BTC 500 - OPERATIONS MANAGEMENT & PROCESS EFFICIENCY (3)

Modern businesses rely on efficient and effective processes. All organizations employ some version of process development, maturity and continuous improvement. This course explores process creation, efficiencies and continuous improvement strategies. Supply chain impacts on processes will be explored as it pertains to process sustainability.

Distribution: BTC. Prerequisite: MGT 600 (May be taken concurrently).

BTC 505 - ORGANIZATIONAL RESILIENCE FRAMEWORK I (3)

Successful firms prepare for adversity and are proactive and flexible if a crisis occurs. This course introduces the scholar to the importance of building resiliency, methodology, and organizational readiness into today's modern organization. An awareness for the need to anticipate, prepare for, react to, and adapt to changes that are both sudden as well as incremental is emphasized. Leaders must be prepared to be resistant to failure while simultaneously positioning the organization to react strategically and methodically if faced with a disruption or disaster.

Distribution: BTC. Prerequisite: MGT 600.

BTC 506 - ORGANIZATIONAL RESILIENCE FRAMEWORK II (3)

Organizational resilience prepares the enterprise to endure difficult or challenging times. Leadership is integral in ensuring an organization's resilience because ultimately, responsibility falls squarely on the shoulders of the leader who must instill the mindset and skills needed to operate a resilient organization. Flexibility, integrity, problem solving, crisis management, and identifying opportunities fall squarely on the humans within the organization and the individual(s) who lead them.

Distribution: BTC. Prerequisite: BTC 505.

COM - Communications

COM 210 - PRINCIPLES OF BUSINESS COMMUNICATIONS (3)

This course is an examination of business communications with emphasis on further development of written communication skills. Students review topics such as grammar, style, tone, and organization to write effective messages in various formats including e-mail, memos, letters, and other business documents. Students will assess nonverbal communication and public speaking strategies.

Distribution: COMMUNICATIONS. Prerequisite: BBA, BAC, and BSIT: ENG 100. BSAM: None; Students are required to complete this course within their first 6 semester credit hours in residence at Walsh.

Outcomes

Write memos, business letters, reports, presentation slides, essays, and other written assignments using clear, concise, and grammatically correct language.
Select, organize, and effectively deliver information in a businesslike manner with appropriate language, articulation, nonverbal communication, and visual supporting materials.
Plan and participate in productive meetings.
Use collaborative technologies in a team environment.
Employ nonverbal skills to advance your career.
Gain a competitive edge with professionalism and business etiquette skills.

COM 300* - COMMUNICATION ESSENTIALS (1)

This course provides students an opportunity to develop their written communication skills at a professional

level necessary in today's workplaces. Emphasis is on the fundamentals of writing using precise language, correct grammar and punctuation, and appropriate style. Students will compose written messages that are clear, concise, free of mechanical errors, and displaying organization of thoughts based on a synthesis of information. Students will build skills to evaluate, revise and edit their own writing.

Distribution: COMMUNICATIONS. Prerequisite: Placement into this course is determined by results of the communication assessment and completion of COM 210. Cannot be taken after successful completion of COM 320.

Outcomes

Construct sentences that are free of mechanical errors.
Evaluate and revise sentences and paragraphs so that messages are clear and concise.
Write timed essays that support a thesis, stay on topic, and provide concrete examples.
Construct sentences that are free of mechanical errors.
Evaluate and revise sentences and paragraphs so that messages are clear and concise.
Write timed essays that support a thesis, stay on topic, and provide concrete examples.

COM 320 - BUSINESS COMMUNICATION METHODS (3)

Students will be presented with a variety of rhetorical scenarios designed to develop problem solving and critical thinking skills. Assignments will acquaint students with models for a number of common business documents, including emails, letters, memos, and both good- and bad-news letters/formal blog posts. Emphasis is on writing and public speaking.

Distribution: COMMUNICATIONS. Prerequisite: ENG 100, COM 210 and COM 300 or a passing score on the Communication Placement Exam. Students are required to complete this course within their first 9 semester credit hours in residence at Walsh.

Outcomes

Write using clear, concise, and grammatically correct language.
Employ appropriate preparation and revision processes when using business formats when writing emails, letters, memos, good news messages, and bad news messages.
Prepare for and deliver informative and influential oral business communications.
Gain practical experience selecting, organizing, and supporting claims and perspectives in a businesslike manner.
Practice presentation development and delivery skills using appropriate language, articulation, nonverbal communication, and supporting materials.

COM 340 - PROFESSIONAL COMMUNICATION (3)

Students will direct their research and problem-solving skills toward specific business-related issues. Other topics covered include, but are not limited to, APA citation style, business report writing, cross-cultural communications, career development, new technologies, group dynamics, ethical communication, nonverbal communication, and multi-media presentations. Emphasis is on a team project, which requires research, writing, and professional presentations.

Distribution: COMMUNICATIONS. Prerequisite: COM 320; Students are required to complete this course within their first 15 semester credit hours in residence at Walsh.

Outcomes

Recognize how effective communication leads to increased productivity in business relationships.
Refine research skills to reference credible secondary sources in messages.
Practice written communication techniques (including appropriate mechanics, format, and graphic elements) to produce professional documents and well-researched formal reports.
Write documents for use in career development and advancement.
Employ new technologies and strategies to communicate to global stakeholders and cross-culturally.
Practice effective communication skills in both independent and collaborative/team situations.

COM 510 - LEADERSHIP COMMUNICATION (3)

Strong communication skills -- written, oral, nonverbal, and interpersonal -- are crucially important for professional success. This class will focus the development of a portfolio of professional business skills and career management to enhance advancement potential and business success. Self-awareness and audience analysis will be explored as a means to enhance emotional intelligence, grow business relationships, achieve consensus, and build professional credibility. Through executive coaching activities, written assignments, and oral presentations, students will increase their proficiency in a wide range of business communications required of successful leaders. In addition, through experiential learning, students will explore ways to improve their social and cultural awareness by discussing best practices, professional networking and workplace protocol to enhance their ability to navigate through the world. In addition to the formal course feedback, peer evaluations will be used to improve communication as well as to provide students an opportunity to practice effective ways to give and receive feedback.

Distribution: COMMUNICATIONS. Prerequisite: GR:None. UG: COM 320.

Outcomes

Demonstrate emotional intelligence and professionalism in oral and written communication.
Improve written communication skills in a variety of formats.
Present oral speeches.
Design and deliver a PowerPoint presentation.
Exhibit business social skills and an executive presence.
Utilize attributed source information to support arguments and enhance credibility.
Evaluate best practices for working in dynamic, global business environments.
Discriminate between the various forms of ethical and moral reasoning in written communication.

COM 511 - EXECUTIVE COMMUNICATIONS (1)

Leadership communications drive success for organizations. During times of crisis, executive communications drive organizational resilience. This course will explore executive communication strategies, tactics and cadence for successful and resilient organizations.

Distribution: COM. Prerequisite: COM 510 and MGT 502.

COM 765 - LEADERSHIP AND STRATEGIC COMMUNICATION (3)

This course will focus on strategic communication to internal and external stakeholders. From the perspective of the global leader, communication processes will be examined to build sustainable relationships, communicate vision, spearhead change, promote a positive organizational culture, encourage effective intercultural communication, mitigate crisis, and minimize conflict. Special emphasis will be placed on the ways interactions are shaped by organizational experiences and norms reflective of institutional structures and discourses.

Distribution: COMMUNICATIONS. Prerequisite: MGT 700.

DIS - Dissertation

DIS 796 - DISSERTATION I - CHAPTER 1 (3)

Distribution: DISSERTATION. Prerequisite: Open to Doctoral students only.

DIS 797 - DISSERTATION II – CHAPTER 2 (3)

Distribution: DISSERTATION. Prerequisite: Open to Doctoral students only.

DIS 798 - DISSERTATION III – CHAPTER 3 (3)

Distribution: DISSERTATION. Prerequisite: Open to Doctoral students only.

DIS 799 - DISSERTATION IV- CHAPTER 4 (3)

Distribution: DISSERTATION. Prerequisite: Open to Doctoral students only.

DIS 800 - DISSERTATION V – CHAPTER 5 (3)

Distribution: DISSERTATION. Prerequisite: Open to Doctoral students only.

ECN - Economics

ECN 201** - PRINCIPLES OF ECONOMICS I (3)

This course is an introduction to the study of macroeconomics, with development of the structure and basic operations of a dynamic economic system. Students collectively study the influence and impact of the consumer, business, and government on the American economic system. Students review the cause-and-effect relationships of aggregate economic analyses and monetary and fiscal policy as they relate to the current developments in the economy.

Prerequisite: None.

ECN 202** - PRINCIPLES OF ECONOMICS II (3)

This course is an introduction to the study of microeconomics, focusing on the development of the price system. Students study pure competition, monopolistic competition, oligopoly, monopoly, and government intervention strategies. Students also review the distribution share of wages, rent, interest, and profits. Also reviewed are multinational economics and financial implications in developed and underdeveloped countries.

Distribution: ECONOMICS. Prerequisite: ECN 201.

ECN 405 - MANAGERIAL ECONOMICS (3)

This course applies to microeconomics and macroeconomics theory and economic models to solving real world business problems. The topics covered include demand, supply and equilibrium prices, production and cost analysis, market structure and its effects on product pricing strategies, role of money in macro economy, risk analysis, managerial decision-making in a global economy, and the role of government in business.

Distribution: ECONOMICS. Prerequisite: ECN 201, ECN 202.

Outcomes
Apply supply and demand theory to analyze and predict demand and supply changes.
Evaluate the change between the various types of market structures and their impact on pricing.
Explore the application of cost-analysis to improve managerial decision-making.
Apply pricing strategies to managerial decision-making.

ECN 600 - FOUNDATIONS OF ECONOMIC ANALYSIS (3)

This course is an accelerated inquiry into micro and macroeconomics concepts, theories and policies. Students discuss microeconomic topics including supply, demand, and markets. Students will also review macroeconomics topics such as money, financial markets, business cycles, monetary and fiscal policy. Students will be introduced to the global economy of trade, balance of payments, protectionism and exchange rates.

Distribution: ECONOMICS. Prerequisite: GR: MGT 502. UG: ECN 201.

Outcomes
Analyze knowledge of the concepts and topics associated with microeconomics including demand, supply, elasticity, price, and markets.
Analyze knowledge of the concepts and topics associated with macroeconomics including fiscal and monetary policies.
Demonstrate knowledge of the concepts and topics associated with global economics including comparative advantage, benefits of trade, and exchange rates.
Examine the basic concepts of market structures that influences the decision-making undertaken by firms.

ECN 601 - MANAGERIAL ECONOMICS (3)

This course applies microeconomic and macroeconomic theory and economic models to solving real-world business problems. The topics covered include demand, supply and equilibrium prices, production and cost analysis, market structure and its effects on product pricing strategies, the role of money in macro economy, risk analysis, managerial decision-making in a global economy, and the role of government in business.

Distribution: ECONOMICS. Prerequisite: ECN 600.

Outcomes
Apply supply and demand theory to analyze and predict demand and supply changes.
Evaluate the change between the various types of market structures and their impact on pricing.
Explore the application of cost-analysis to improve managerial decision-making.
Apply pricing strategies to managerial decision-making.

ECN 602 - GLOBAL ECONOMICS (3)

This course examines the history and many facets of the global economy. Students study the key economic concepts and theories that influence global movements and impacts of trade, money, and exchange rates on domestic and international markets. Students also analyze and compare regional economies, the influence of trade blocs, and compare economic systems on incentives and productivity of individuals and nations.

Distribution: ECONOMICS. Prerequisite: GR: ECN 600 UG: ECN 202.

Outcomes

Describe major economic system theory.
Identify different trade policies employed by nation states and the reasons why they are utilized.
Describe the implications of free trade and protection-based legislation.
Describe the history of global trade in the post-World War II era.
Describe how exchange rates work.
Describe major global economic entities.
Describe the impact of trade agreements and globalization on nation states.

ECN 610 - APPLIED ECONOMICS (3)

This course will introduce students to the use of data analytics. They will identify credible sources of information, categorize the data, apply analytical tools to the data in order to generate deeper understandings, and demonstrate use of the analyzed data towards answering business questions and challenges. The course will extensively use case studies in order to familiarize students with the process of using data analytics to generate and interpret information in order to make effective and well-reasoned business decisions.

Distribution: ECONOMICS. Prerequisite: MGT 502 (may be taken concurrently).

Outcomes
Discover the uses of applied econometrics in everyday business settings.
Evaluate and categorize data.
Construct data analysis models utilizing simple regression models, multiple regression models, panel data analysis and time series data analysis.
Forecast future economic performance based upon data analysis models.
Discover how econometric principles can be applied to the private sector business environment.

ECN 670 - SEMINAR IN ECONOMIC TOPICS AND ISSUES (3)

This course provides an in-depth coverage of selected topics in the field of economics that are unique, relevant and are presented by qualified subject matter expert faculty.

Distribution: ECONOMICS. Prerequisite: MGT 502 (may be taken concurrently).

Outcomes
Demonstrate technical knowledge of the seminar topic through research and/or application.
Synthesize course content through application of course concepts to real life business economics issues.
Create an original project.

ECN 724 - THE CONSEQUENCES OF ECONOMIC DEVELOPMENT FOR BUSINESS (3)

This course examines major economic topics such as theory, technological development, global trade, demographics, income distribution, and national economic policy. Students will estimate the impact of these factors on commerce, culture and the contemporary business environment.

Distribution: ECONOMICS. Prerequisite: MGT 700.

ENG - English

ENG 100** - ENGLISH COMPOSITION

This course is to be completed at the transfer school.

FIN - Finance

FIN 310 - FINANCIAL MARKETS (3)

This course provides an overview of financial market operations and institutions, enabling students to

understand and critically assess a broad array of economic and financial information. The course explores the flow of funds from lenders to borrowers, emphasizing the role of financial intermediaries, investment banks, and securities firms. Money and capital markets are analyzed, along with financial securities offered in each. The relationship between loan- able funds and interest rates will also be considered. An extensive analysis will be made of the structure and goals of the Federal Reserve System, including monetary policy goals and open market operations. The course concludes with an investigation of foreign exchange markets, floating exchange rates, and the role played by multilateral financial organizations in the global economy.

Distribution: FINANCE. Prerequisite: ECN 202.

Outcomes

Discuss critical operations of the U.S. financial system.
Examine regulatory agencies and their effectiveness.
Specify the structure and goals of the Federal Reserve System.
Appraise monetary policy initiatives and effectiveness.
Explain the causes and consequences of the 2008 U.S. financial crisis.
Discuss the Federal Reserve's response to the coronavirus crisis.
Describe the foreign exchange market and its importance.
Analyze foreign exchange rate mechanisms.
Recognize key components of the U.S. balance of payments account.
Identify significant activities of various multilateral financial institutions.
Assess the contribution of direct and indirect financing.
Describe the relationship of money, loanable funds, and interest rates.
Evaluate interest rate determinants and effects.
Explain the money, stock, bond, mortgage, and derivatives markets.
Compare specific financial market securities.
Differentiate depository intermediaries from non-depository intermediaries.
Evaluate the role of investment banks and securities firms.
Define important issues relating to banking regulation and reform.

FIN 315 - FINANCIAL MANAGEMENT (3)

This course provides an overview of the nature and scope of the financial management of the firm in reference to its analysis, planning, and decision-making functions. Topics include financial analysis and planning; working capital management; cost of capital and capital budgeting; stock and bond valuation; and both short and long-term financing. Students will make extensive use of a financial calculator for analysis and problem-solving.

Distribution: FINANCE. Prerequisite: ACC 202 or ACC 300.

Outcomes

Recognize the contribution made by financial management to the creation of shareholder value.
Analyze business performance using common financial ratios.
Calculate the cost of capital and make basic capital budgeting recommendations.
Determine the equivalent annual rate of interest for various types of business loans.
Use a financial calculator to evaluate prospective investments.
Value corporate stocks and bonds in the context of required rates of return.
Explain basic working capital management terminology and practices.
Discuss basic methods and implications of debt and equity financing.
Convey the importance of ethical financial management.

FIN 321 - RISK MANAGEMENT & INSURANCE (3)

This course is designed as an overview of the insurance business, including property and liability insurance contracts and risk typically covered by these contracts. In addition, the principle techniques in the risk

management process as practiced in business as well as life, health and employee benefit programs are also discussed.

Distribution: FINANCE. Prerequisite: ECN 202.

Outcomes

Assess the important role of risk management and insurance in today's society.
Evaluate the importance of the risk manager.
Develop and integrate the ability to select proper insurance coverage and a proper carrier through case studies and activities.
Develop a rational method of differentiating relatively unimportant risks from highly important ones.
Distinguish and differentiate an insurable risk and other means to handle risks.
Appraise consumption characteristics in the marketplace.
Contrast and compare how business firms and individuals use the risk management process to control or finance their losses.

FIN 401 - PERSONAL FINANCE (3)

An introduction to the principles of personal finance and the logic that drives these principles. Topics covered include measuring your financial health, tax planning, cash and debt management, consumer financing, risk management, investment management, retirement and estate planning. Students will gain an understanding of the concepts, tools, and resources required to create their own personalized financial plan, along with opportunities to apply these same concepts to a variety of other personal profiles via case studies.

Distribution: FINANCE. Prerequisite: FIN 315.

Outcomes

Understand personal financial statements.
Understand a standard personal tax return.
Understand and compare the benefits of Roth and Traditional IRAs.
Explain the benefits of Social Security and taxation of these benefits.
Understanding of education expenses, funding opportunities and tax strategies.
Gain an understanding of basic investment practices and types of investments.
Gain an understanding of the basic estate documents.
Understand the basic concept of risk management which includes; life, disability, and long term care insurance.
Understand how to plan for retirement including the concept of time value of money.

FIN 403 - INVESTMENT MANAGEMENT (3)

This course analyzes the savings/investment process in the economy characterized by institutional and individual investors. An appraisal of the relative values and importance of various financial assets and kinds of investments are considered. The course explores procedures for locating sources of investment information and the expertise to properly analyze this information. The role of government in the investment-making function is discussed, as to its impact on the outcome of investment decisions.

Distribution: FINANCE. Prerequisite: FIN 310 and FIN 315.

Outcomes
Solve Time Value of Money ("TVM") problems.
Differentiate between investment markets.
Evaluate the concepts of risk and return as applied to investments.
Describe and calculate principles of equity valuation.
Describe and calculate principles of fixed income valuation.
Evaluate bundled investments.
Interpret the role of behavioral finance in the investment process.
Analyze principles of portfolio construction and benchmarking.
Compare and contrast the world of capital in practice versus theory.

FIN 406 - FINANCIAL STATEMENT ANALYSIS (3)

This course provides an overview of financial accounting at the intermediate level. Students analyze the balance sheet, income statement, and statement of cash flows. Students also evaluate a company146s financial position from the commercial lender, professional investor, and managerial points of view.

Distribution: FINANCE. Prerequisite: FIN 315.

Outcomes
Recognize how accounting practices lead to the development of financial statements and reports.
Identify the primary financial statements generated by companies and the key information each statement is intended to present to the user.
Calculate key financial ratios and adjust financial statements to facilitate comparison and analysis of financial strengths and weaknesses.
Identify weaknesses/shortcomings associated with financial reports.
Apply knowledge from this course to the analysis of a company's financial statements.

FIN 407 - ENTREPRENEURIAL FINANCE (3)

This course examines the particular circumstances faced by owners or managers of small businesses. Most corporate finance courses approach the subject from the perspective of the large publicly traded corporation - covering such subjects as external capital from bonds issues, sale of preferred and common stock to the public, public company reporting requirements, etc. The person who owns and/or runs a small business wears many hats and faces issues often very different from those arising in a large publicly traded corporation.

Distribution: FINANCE. Prerequisite: FIN 315.

Outcomes
Explain entrepreneurship and some of the characteristics associated with entrepreneurs.
Differentiate between the characteristics associated with public and private capital markets.
Calculate the cost of capital for firms without access to public capital markets using financial tools.
Estimate value of private/entrepreneurial companies under several different scenarios using estimated cost and capital structure.
Assess the various stages of growth and their impact on the capital needs of private/entrepreneurial companies.
Create various strategies and alternate funding opportunities that can be used to make private/entrepreneurial companies more attractive to potential investors.
Formulate exit strategies that can be used to prepare companies for transition.

FIN 412 - INTERNATIONAL ECONOMICS AND FINANCE (3)

This course is a study of the organizational structure of international economics and finance. Topics include international trade policy; payment methods; foreign exchange markets; investment centers; transfer pricing; sources and use of funds; capital structures; and dividend remittances. Students will review these topics while evaluating the balance of trade, balance of payments and gold flows. Inquiries on the operation of

international agencies, United States agencies, and the Eurodollar market are also explored.

Distribution: FINANCE. Prerequisite: FIN 310 and FIN 315.

Outcomes

Evaluate the difference between international and domestic finance, interpret the various international monetary systems and balance of payments concepts and accounting, and also conclude the investment implications of corporate governance considerations for multinational corporations (MNCs).
Interpret the operations of the foreign exchange market and related derivatives, and the impact of international parity relationships between exchange rates, interest rates, and inflation rates, along with issues that MNCs face with respect to transaction, economic and translation exposure.
Defend your position in a thorough discussion on international financial institutions, assets and marketplaces, and argue tools and techniques for managing exchange rate uncertainty.
Debate financial management practices for MNCs, including the analysis of foreign capital investments, capital structure and cost of capital, as well as cash management, trade financing and the overall international tax environment.

FIN 419 - FINANCIAL HISTORY OF THE UNITED STATES (3)

This course is an examination into the financial history of the United States from its founding to the present day. Special emphasis will be placed on the country's institutions, including Wall Street, banking, and manufacturing as well as the entrepreneurs that shaped the financial system of the United States.

Distribution: FINANCE. Prerequisite: None.

Outcomes

Contact your instructor for learning outcomes.

FIN 420 - REAL ESTATE PRINCIPLES (3)

This course introduces students to real estate and its related business issues. The primary focus is upon general principles and in particular issues that impact residential real estate. Particular emphasis is placed on legal issues relating to real estate, underwriting and financing residential transactions, consumer rights and obligations, and career opportunities within the field.

Distribution: FINANCE. Prerequisite: FIN 315.

Outcomes

Describe the action steps and documentation required to complete the process of procuring a mortgage loan.
Assess the impact of general economic conditions on real estate values and mortgage pricing.
Appraise the impact of real estate law on the valuation of properties.
Distinguish the characteristics which define various types of residential and commercial real estate properties.
Assess the various categories of real estate lenders, their loan products and their underwriting process.
Critique property valuation methods that are used in the appraisal process to estimate market value of real estate properties.
Demonstrate mastery of the mortgage loan process by completing a standardized residential loan application form.
Create a pro forma analysis of a commercial real estate project to identify estimated value and investor returns.

FIN 425 - FINANCIAL MODELING (3)

This course provides an opportunity for undergraduate finance majors to develop practical financial modeling skills using computer software applications. Students will construct and utilize a variety of spreadsheets emphasizing specific, real-world problem solving. Financial modeling will be used for financial forecasting, sensitivity and simulation analysis, building pro forma financial statements, ratio analysis, breakeven analysis,

debt and equity valuation, calculating the cost of capital, analyzing projects using discounted cash flow techniques, and capital budgeting. It is anticipated that students will be able to adapt these models to meet the needs of the workplace.

Distribution: FINANCE. Prerequisite: FIN 406 and QM 301, FIN 403 (FIN 403 recommended).

Outcomes

Develop a fundamental understanding of Microsoft Excel modeling concepts.
Apply finance concepts and theory to business situations.
Prepare professional looking worksheets and workbooks to solve financial problems.
Create and deliver a professional research project that integrates Microsoft Office products including Word, Excel and PowerPoint.

FIN 460 - FUNDAMENTALS OF FINANCIAL FRAUD (3)

This course provides an overview of the nature, elements and scope of financial fraud. Topics include the various types of fraud, the anatomy of typical "fraudsters", the red flags of financial fraud, the prevention of fraud, and the techniques and tools used to detect fraud in organizations. Students will also solve case studies that relate to contemporary issues in financial fraud (including its assessment, prevention and detection).

Distribution: FINANCE. Prerequisite: ACC 202 or ACC 303 and FIN 315.

Outcomes

Identify and differentiate financial fraud - including its economic impact, elements, major types, prevention and detection.
Assess the relationship between an individual's pressures and/or motives for committing fraud and a firm's efforts to limit the opportunities to commit fraud.
Analyze the statistical "anatomy" of a typical fraudster and the potential red flags they exhibit.
Examine the importance of ethical principles, codes of conduct, and social responsibility in corporate governance.
Research, assess, evaluate and communicate relevant fraud-related information in a professional manner.

FIN 483 - DIRECTED STUDY IN FINANCE (3)

This course is designed to allow the student an opportunity to investigate a financial topic not otherwise studied in the curriculum. The directed study can be approved for one, two or three semester hours of credit pending approval by the program director or the department chair. Students must initiate the request to pursue a directed study in finance through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study and/or internship courses toward graduation requirements.

Distribution: FINANCE. Prerequisite: Students must have written permission of the department chair.

Outcomes

Design a proposal for research.
Synthesize research sources in order to demonstrate mastery of the research subject.
Present innovative insights that can be applied to a future career in finance

FIN 488 - FINANCIAL INTERNSHIP (3)

This course provides students with an opportunity to further develop their practical knowledge and skills in the financial industry. The student must be employed in a part-time or full-time finance position. Students will be required to prepare a comprehensive written report; maintain a daily activity log, and submit a supervisor/intern evaluation of the learning process.

Distribution: FINANCE. Prerequisite: FIN 310 and FIN 315; Students must have written permission of the

department chair and have a minimum cumulative GPA of 3.000.

Outcomes

Participate in finance-related work projects and contribute to their successful completion.
Support company goals by working collaboratively with work supervisors and fellow interns and employees.
Analyze your firm (or a related firm) using Bloomberg applications in the Walsh finance lab.
Apply what is being learned in the classroom in a "real-world" environment.
Critically assess your quality and quantity of work, personal strengths, and areas requiring improvement.
Discuss assignments and projects, obstacles encountered, new insights and skill sets resulting from your internship experience.

FIN 500 - PRINCIPLES OF FINANCE (3)

This course exposes students to the foundational principles that apply to all of the core applications of finance. Students will be introduced to these concepts and will utilize case studies and other examples to demonstrate how these principles are applied in real world situations.

Distribution: FINANCE. Prerequisite: ACC 510 and MGT 502 (may be taken concurrently).

Outcomes

Evaluate basic financial statements and analysis tools.
Explain time value of money concepts.
Construct a pro forma financial model based upon a variable list of information and assumptions.
Appraise the value of a business enterprise based upon a variable list of information and assumptions.
Value the weighted average cost of capital for a business entity based upon a variable list of information and assumptions.
Create an overall assessment of business entity's strategic outlook based upon using financial principles.
Support a capital budgeting decision based on using financial principles.

FIN 610 - FOUNDATIONS OF FINANCIAL ANALYSIS (3)

This course will explore foundational concepts that are applied in the world of finance. Students will be introduced to time value of money concepts. They will also learn how to find and assess financial information. Students will be also introduced to valuation principles that are used for many common financial assets such as equities, fixed-income securities and certain derivatives that are key components within capital markets. Students will also be introduced to the practical application of these investment vehicles via case-based pedagogy.

Distribution: FINANCE. Prerequisite: MAC/MAC.W: None. MBA: ACC 514. MSF: ACC 510. BBA: ACC 300.

Outcomes

Determine how to utilize Time Value of Money Principles in valuing financial assets.
Interpret the impact of probability distributions in predicting financial performance outcomes.
Evaluate the impact of capital markets and regulation on private sector performance, economic growth, and economic development.
Analyze the theoretical construct and individual valuation of equity securities, fixed-income securities, forward, futures and options, and certain alternative investments.
Explain the concepts of risk, reward and diversification in order to demonstrate their application to financial decision making.

FIN 611 - INVESTMENT PERFORMANCE AND DATA ANALYTICS (3)

This course provides a practical approach to understanding data analytics applicable in both financial and investment analysis. Data analytics is more than just analytical methodologies or techniques used in logical analysis. It is a process of transforming data into meaningful actions through analysis and insights in the context of organizational decision making and problem solving. Quantitative methodologies explored and

applied via practical problem sets include statistical analysis, forecasting, predictive modeling, and simulation. Students analyze and differentiate the characteristics of various asset classes including equites, fixed income securities, derivatives and various other alternative investments using MS-Excel. An investment research project and participation in ongoing current discussions are expected in the course.

Distribution: FINANCE. Prerequisite: FIN 610.

Outcomes

Develop investment metrics using hypothesis testing and sampling methodologies.
Utilize probability analysis and descriptive statistics in order to analyze investments and portfolios.
Apply correlation and regression analysis in connection with the portfolio construction process.
Analyze investment performance using time series, technical and simulation analysis.
Evaluate investment risk adjusted returns related to equities and fixed income securities.
Explain the theoretical construct and individual valuation and evaluation of forward, futures and options.

FIN 612 - ADVANCED INVESTMENTS (3)

This course provides a practical approach to understanding the investment analysis and management process. Students will analyze the characteristics of various asset classes such as stocks, bonds, real estate, and derivative securities. In addition, the impact of asset allocation, diversification, long-short strategies, factor models, long-horizon investing, portfolio optimization, hedge funds, mutual funds, behavioral finance, performance evaluation, trading, and simulation are analyzed. Fundamental and technical security analysis topics are also explored. An investment research project and participation in ongoing current discussions are expected in the course.

Distribution: FINANCE. Prerequisite: FIN 611.

Outcomes

Analyze characteristics of various investment classes such as stocks, bonds, real estate, and derivatives.
Evaluate various theories regarding market psychology and investor behavioral characteristics.
Apply the principles of risk and return in a portfolio analysis context.
Evaluate different investing tactics that derive from fundamental and technical schools of thought.
Assess the valuation of fixed-income, equity, and derivative securities from a risk and return perspective.
Evaluate investment policies pursuant to CFA institute guidelines.

FIN 613 - PORTFOLIO ANALYSIS AND ANALYTICAL CASE STUDIES (3)

This course is designed as a comprehensive study of investment analysis and portfolio management. The course focuses on basic theories of managing a portfolio of financial assets within the risk-return framework and emphasizes portfolio management as a dynamic process in which the concepts from security analysis are factored into the dynamics of strategic and tactical investment decision-making criteria. The course explores the formulation of appropriate investment portfolio objectives for various institutional investors (i.e., retirement funds, mutual funds, endowments, insurance companies, etc.) and evaluates the allocation investment funds to major asset classes-including bonds, equities, and alternative investment instruments to create efficient portfolios. In addition, portfolio optimization, risk management, asset selection and allocation, investment management, performance measurement, monitoring, and rebalancing a portfolio will be discussed and analyzed. Students will also pa

Distribution: FINANCE. Prerequisite: FIN 611.

Outcomes
Assess Investment Policy Statements (IPS) based on identified investor (individual or institution) return requirements, risk tolerance and constraints.
Compare and contrast the various valuation approaches for common stocks, bonds, and derivatives.
Apply various equity and bond portfolio management strategies.
Evaluate performance from a total return, risk-adjusted return, and return attribution perspective.
Evaluate the CFA Institute's Code of Ethics and Standards of Professional Conduct.

FIN 614 - COMMERCIAL REAL ESTATE (3)

This course introduces students to the application of financial capital to commercial real estate. The course content will explore the various facets of commercial real estate operations, including the measure of financial returns, financial modeling, and creating assessment tools for measuring the financial performance of commercial real estate assets.

Distribution: FINANCE. Prerequisite: FIN 611.

Outcomes
Distinguish, compare and contrast the various categories of commercial real estate.
Determine how law and the legal environment impacts commercial real estate.
Construct a pro forma financial model based upon a variable list of information and assumptions.
Examine market criteria for accessing debt capital and measure lender benchmarking of commercial real estate performance.
Examine market criteria for accessing equity capital and measure investor benchmarking of commercial real estate performance.
Examine the foundational goals and performance criterion for Real Estate Investment Trusts (REITs).
Analyze the impact of economic performance on commercial real estate.

FIN 620 - FINANCIAL MANAGEMENT (3)

This course is an overview of the principles of financial management. Students review the concepts of raising and investing money; conduct financial statement analysis; apply the time value of money techniques to security valuation; and determine a firm's cost of capital and capital budgeting. Students also discuss managerial topics, which include dividend policy, capital structuring, and working capital management.

Distribution: FINANCE. Prerequisite: FIN 610.

Outcomes
Apply the concepts of risk and return to capital structure decisions and financing alternatives.
Analyze the current financial position of the firm.
Assess the management and financing of working capital.
Determine appropriate financial policy, financing sources, and business investment decisions.
Recommend principles and best practices regarding corporate governance and dividend policy.
Evaluate the decision process behind potential mergers and acquisitions and corporate restructuring.

FIN 621 - FINANCIAL STATEMENT ANALYSIS (3)

This course is designed to explore the various methods and techniques used to analyze the financial position and operating results as presented in financial statements. Students will develop their analytical ability by understanding the techniques and skills required of the commercial lender and the professional investor. Students will also be able to assess the financial condition of a company by reviewing the financial statements and applying appropriate analytical tools for interpretation and decision-making purposes. Unusual trends and irregularities of a company's position are also evaluated.

Distribution: FINANCE. Prerequisite: FIN 620.

Outcomes
Explain how accounting theory and practices lead to the development of financial statements and reports.
Assess the financial health of a business enterprise through use of financial ratios and restated financial statements.
Distinguish weaknesses/shortcomings associated with financial reports, especially opportunities for fraud and misleading outside users.
Compare and contrast the financial health of a business enterprise with its peer competitors.

FIN 622 - ADVANCED FINANCIAL MANAGEMENT (3)

This course provides an advanced study of select theoretical and practical aspects of corporate finance, with specific applications for financial management professionals. Students will explore capital investment, financing, earnings distribution, and valuation with a view toward measuring and optimizing the performance of the firm. Students will reinforce the foundational concepts and techniques presented via relevant case studies that emphasize practical application of the materials presented.

Distribution: FINANCE. Prerequisite: FIN 621.

Outcomes
Assess systematic and unsystematic risks and their impact on a firm's weighted average cost of capital (WACC).
Evaluate a firm's planned business investments from a profitability and value-added perspective.
Formulate an intrinsic value maximizing strategy.
Assess a firm's optimal capital structure to maximize intrinsic value.
Assess potential synergies resulting from corporate acquisitions and divestures.

FIN 623 - BUSINESS VALUATION (3)

In a collegial learning environment, students will learn valuation methods used by investment bankers, private equity firms, and valuation. Students will learn how to execute the most current valuation approaches and complete a Valuation Report (this is accomplished over several weeks with the instructor's input and feedback). Upon completion of this course, students will have the necessary tools to determine the value of business using the Discounted Cash Flow, Precedent Transactions, Comparable Public Companies, and Asset-based Methods. This course provides students a wide variety of real-world tools to use in future work. This course will also prepare students to complete the peer reviewed report and take the proctored exam to qualify for the Certified Valuation Analyst designation.

Distribution: FINANCE. Prerequisite: FIN 621.

Outcomes
Examine the fundamental steps to valuing a business, from beginning to end.
Recommend an appropriate valuation method within the valuation approaches based on the specific purpose and standard of value for a given valuation assignment.
Develop the most appropriate financial analysis of a subject company as it relates to a specific valuation engagement.
Identify the foundations of the business valuation analysis process as well as the value drivers that support a subject company's value.
Evaluate the differences in the various standards of value for businesses and the nuances of their application in a business valuation engagement.

FIN 624 - MERGERS & ACQUISITIONS (3)

This course will investigate the dynamic nature of the mergers and acquisitions marketplace, with an emphasis on understanding common negotiating points and potential pitfalls that often occur in private sector mergers and acquisitions. The course will also cover merger types and valuation methodology used in the MA space.

Distribution: FINANCE. Prerequisite: FIN 621.

Outcomes

Analyze a proposed merger and acquisition transaction.
Evaluate the contributions that merger and acquisitions have on the domestic and international corporate landscape.
Develop crucial strategic and tactical approaches to merger and acquisition transactions.
Construct a merger and acquisition deal based upon a case study scenario.
Evaluate the feasibility of a merger and acquisition transaction.

FIN 625 - RISK MANAGEMENT (3)

This course is an examination and analysis of risk management and its application to various forms of insurance. Students learn the basics of life, health, casualty, and disability insurance, as well as the legal aspects of insurance, government regulation, and property and liability contracts to provide them with essential tools for effective risk management. The objective is to provide students with a broad framework for evaluating all types of risk, along with conceptual tools for making risk management decisions rationally and consistently. It is intended for business students from all disciplines, including those who intend to take only one course in risk management and insurance. The course also serves as the introductory course for students wishing to pursue further studies in the field. The course focuses on the economics of risk, decision-making under uncertainty, and the methods for managing risk. We analyze risk transfer markets in some detail, including issues of moral hazard, adverse selection, and insurance pricing. In addition to learning about risk, students should find themselves challenged. The broader aim is to strengthen critical thinking ability and grow problem solving and decision-making skills.

Distribution: FINANCE. Prerequisite: FIN 621.

Outcomes

Identify the key elements of life and health insurance, planning for death, disability and retirement including the elements of employee benefit plans for health, life and retirement.
Define and explore the property and liability insurance coverage and its application to the business world.
Identify the various pure risks facing businesses and families/individuals with regard to property, liability, and people/personnel exposures.
Identify the various methods/tools for coping with pure risk exposures and be able to recognize the types of situations for which each could be used.
Define and explore the nature of risk and insurance including the risk management process and its application, regulatory/legal issues and the insurance industry structure.
Identify basic insurance principles, contract provisions and limitations, and be able to determine the loss settlement outcome of numerous loss situations.
Recognize the clear distinction between these functions as well as to appreciate their necessary interrelationship in order to meet the insuring needs of the public.
Enterprise Risk Management process will be identified and applied to the class discussion.

FIN 630 - INTRO TO BANKING (3)

In Banking 1 the student will explore how money and credit circulates throughout the banking sector. The course content will examine our financial system as well as the role of banks. Additionally, the course will be an overview of local banks and their role in local business and the community. A broad overview will be given of both business and consumer underwriting, as well as financial statement analysis and overall business health metrics. Students will have an understanding of how banks work and operate, the different products they offer, and how credit decisions are made.

Distribution: FINANCE. Prerequisite: FIN 610.

Outcomes
Evaluate how financial institutions generate income.
Create internal financial assessment from use of outside data.
Appraise basic consumer and business underwriting metrics.
Evaluate credit needs in relation to a client's financial plan.
Evaluate the five C's of credit and address credit worthiness.

FIN 631 - COMMERCIAL LENDING (3)

This course will explore commercial lending from a bank's perspective. The student will dive deeper into analyzing both credit worthiness of clients for equipment purchase, owner-occupied, and investment real estate transactions. Students will be introduced to different areas of commercial leading as well such as specialty sectors (i.e., healthcare and community development). The course will also guide the student in having a basic understanding of loan documents and due diligence within the credit decisioning process. At the conclusion of the course, the students will have a firm understanding of the fundamentals of commercial lending.

Distribution: FINANCE. Prerequisite: FIN 610.

Outcomes
Assess credit risks and how financial institutions can potentially mitigate them.
Analyze financial statements, including footnotes, for lending opportunities and cross-selling services.
Investigate how financial institutions establish borrowing covenants.
Measure the global cash flow and financial wherewithal of a principal guarantor/ sponsor.
Investigate the necessary due diligence in a credit transaction.
Assess the given market conditions of the sector of a given borrower and related risk.

FIN 632 - CREDIT UNDERWRITING AND ANALYSIS (3)

Throughout Banking 3 the student will have a hands-on approach of assessing creditworthiness of a borrower, creating a credit memo, and presenting a given credit request to a mock credit committee. This course will detail how a commercial loan is approved and put into place. Further, the course content will examine the stages of a new commercial loan from the financing request, structuring, credit approval, and the closing process. Students will be required to complete a final project and presentation that will prepare them for an actual real credit approval as part of their capstone project. The final project and presentation will be a culmination of loan structuring and evaluation and credit approval.

Distribution: FINANCE. Prerequisite: FIN 610.

Outcomes
Analyze a commercial customer's request for financing based upon a preliminary evaluation of their financial information.
Structure a prospective loan to a potential borrower.
Construct a credit overview of a potential borrower.
Generate a formal credit approval based on underwriting parameters.
Test potential loans based on potential loan risk.
Defend credit approval before a mock credit committee.

FIN 633 - INTERNATIONAL FINANCE (3)

This is an advanced course that focuses on the increased globalization of the world economy. Students examine how multinational corporations mitigate risk from foreign exchange movement, political and sovereign risk, cross border payment repatriation, balance sheet risk as well as, international trade policies such as trade blocs, protectionism, international debtors, cultural preferences, dumping, central banks, and demographics. Students will learn to identify the impact of the N11 and BRIC countries on global business strategies in addition to the impact of foreign exchange rates, balance of payments, multinational enterprises,

and direct foreign investment. Financing techniques of multinational companies will be introduced and applied; also, the impact of new global regulations such as the Basel agreements and their impact on the cost of cross border financing and the challenges presented by international monetary arrangements are also analyzed to increase the ability to successful

Distribution: FINANCE. Prerequisite: FIN 610.

Outcomes

Demonstrate how the international monetary system works.
Assess foreign exchange risk.
Identify and calculate cross-border currency risk and explain how to mitigate it through various arbitrage techniques.
Identify and assess balance sheet risk.
Quantify profit opportunities.
Define transaction, translation, and economic risk.
Identify and demonstrate the various liquidity techniques used in the cross-border marketplace to increase working capital.
Analyze and define political and sovereign risk and its impact on corporate global business.

FIN 670 - SEMINAR IN FINANCIAL TOPICS AND ISSUES (3)

This course provides an in-depth coverage of selected topics in the field of finance that are unique, relevant and are presented by qualified subject matter expert faculty.

Distribution: FINANCE. Prerequisite: MGT 502 (may be taken concurrently).

Outcomes

Demonstrate technical knowledge of the seminar topic through research and/or application.
Synthesize course content through application of course concepts to real life business finance issues.
Create an original project.

FIN 689 - DIRECT RESEARCH STUDY IN FINANCE (3)

This course provides students with an opportunity to further develop their research and intellectual skills pertaining to the financial industry. The student, in conjunction with an assigned faculty member, will design a proposal for original research that will be assessed for mastery of all program learning objectives and that contributes innovative insights that can be applied to the field of finance.

Distribution: FINANCE. Prerequisite: MGT 502 (may be taken concurrently).

Outcomes

Design a proposal for original research.
Synthesize research sources in order to demonstrate mastery of the research subject.
Present innovative insights that can be applied to the field of finance.

FIN 690 - FINANCE SIMULATION (3)

This course utilizes simulation software to recreate the dynamic and uncertain nature of private sector markets. Over the course of the semester students will work in a team environment and operate their own company in competitions with other teams. They will be responsible for demonstrating core program competencies that include, but are not limited to, developing strategy, building capital structure, making investment decisions, creating pro-forma financial projections, assessing risk-reward opportunities, and considering the impact of outside events and factors on business results.

Distribution: FINANCE. Prerequisite: ACC 510, ECN 600, FIN 611 and FIN 621.

Outcomes
Construct a strategic plan for a business entity in a competitive simulation environment.
Construct a pro forma financial model based upon a variable list of information and assumptions.
Test time value of money concepts.
Appraise the value of a business enterprise based upon a variable list of information and assumptions.
Value the weighted average cost of capital for a business entity based upon a variable list of information and assumptions.
Create an overall assessment of business entity's strategic outlook based on financial principles.
Support a capital budgeting decision based on financial principles.
Integrate financial concepts with other business disciplines such as marketing, sales, management and operations.

FIN 691 - CFA RESEARCH CHALLENGE (3)

This course provides students with an opportunity to compete as part of a team in an intercollegiate competition through analysis of the appropriate valuation of a publicly traded company as assigned by a regional CFA Institute chapter. The rules and procedures for the competition are available from the CFA Institute.

Distribution: FINANCE. Prerequisite: ACC 510, ECN 600, FIN 612 and FIN 621.

Outcomes
Create a proposal package that values an assigned publically traded company.
Recommend a valuation to an outside panel of subject matter experts.
Present innovative insights that can be applied to the field of finance.
Demonstrate mastery of all program learning objectives.

FIN 692 - ACG CUP COMPETITION (3)

This course provides students with an opportunity to compete as part of a team in an intercollegiate competition through the presentation of a case study as assigned by a regional Association for Corporate Growth ("ACG") chapter. The rules and procedures for the competition are available from ACG.

Distribution: FINANCE. Prerequisite: ACC 510, ECN 600, FIN 611, FIN 623 and FIN 624.

Outcomes
Create a proposal package that responds to an assigned mergers & acquisitions case study.
Recommend a business solution to an outside panel of subject matter experts.
Present innovative insights that can be applied to the field of finance.
Demonstrate mastery of all program learning objectives.

FIN 699 - INTERNSHIP IN FINANCE (3)

This course provides students with an opportunity to further develop their applied skills in the financial industry. The student must be employed in a full-time finance position. The student, in conjunction with an assigned faculty member, will design a specific project that will be assessed for mastery of all program learning objectives and that proposes specific actions to positively impact upon the employer's profitability.

Distribution: FINANCE. Prerequisite: ACC 510, ECN 600, FIN 611 and FIN 621.

Outcomes
Participate in finance-related work projects and contribute to their successful completion.
Support company goals by working collaboratively with work supervisors and fellow interns and employees.
Analyze your firm (or a related firm) using Bloomberg applications in the Walsh finance lab.
Apply what is being learned in the classroom in a "real-world" environment.
Critically assess your quality and quantity of work, personal strengths, and areas requiring improvement.
Discuss assignments and projects, obstacles encountered, new insights and skill sets resulting from your internship experience.

FIN 748 - FINANCIAL AND ECONOMIC MODEL ANALYSIS (3)

This course explores various economic and financial models used for business analysis. An advanced overview of the concepts and theories necessary for executive-level decision making will be provided.

Distribution: FINANCE. Prerequisite: MGT 700.

IDS - Interdisciplinary

IDS 500 - FOUNDATIONS OF PROBABILITY AND STATISTICS FOR DATA SCIENCE (2)

Distribution: INTERDISCIPLINARY. Prerequisite: This course is only open to MBAITECH students.

IDS 503 - THE ART AND SCIENCE OF STORYTELLING WITH DATA VISUALIZATIONS (1)

Students will be taught the process for building effective visualizations through Excel (line, bar and pie charts, pivot charts, scatter plots, and histograms) for informed decision making, cognition, and visual perception. Students will additionally learn advanced data visualization using Tableau.

Distribution: INTERDISPLINARY. Prerequisite: This course is only open to MBAITECH students.

IDS 514 - OPERATIONS RESEARCH (1)

Students will learn linear programming, monte carlo simulations, and genetic algorithms along with receiving hands-on sessions using Excel and KNIME to understand applications and make informed strategic and operational business decisions in a variety of situations.

Distribution: INTERDISCIPLINARY. Prerequisite: This course is only open to MBAITECH students.

IDS 517 - ADVANCED ANALYTICAL TOOLS FOR BUSINESS MANAGERS (1)

Students will start with advanced MS Excel functionalities for data organizing and handling(such as Sorting, Matching, Trimming the data, rounding IF, Nested IF, pivoting and Look up functions). Students will then go on to learn data analysis, using interesting and powerful libraries in R and Python languages. They also learn SQL to query and extract data from RDBMS.In addition they also need to understand the fundamental of KNIME and AZURE.

Distribution: INTERDISIPLINARY. Prerequisite: This course is only open to MBAITECH students.

IDS 518 - STATISTICAL MODELING FOR BUSINESS MANAGERS (2)

As part of this course, students will learn very powerful supervised learning methods, viz., linear logistic regression, predictive modelling basics, Naïve Bayes classifier, and time series which are used to solve problems in topic extraction, prediction, and classification. Performance metrics will also be taught.

Distribution: INTERDISCIPLINARY. Prerequisite: This course is only open to MBAITECH students.

IDS 519 - ESSENTIAL SKILLS FOR AI TRANSLATORS (1)

Students will be taught state of the art of data science, problem definition, data strategy, performance metrics,

and productionization strategies. They will develop a blueprint of the solution for a problem of choice at the end of the course and present it in a way to convince decision makers of the validity of the analysis and strategic response developed.

Distribution: INTERDISCIPLINARY. Prerequisite: This course is only open to MBAITECH students.

IDS 520 - DISRUPTIVE DIGITAL TECHNOLOGIES AND THEIR REAL-WORLD APPLICATIONS (2)

Students will engage with Big data technologies, IoT architecture and applications, blockchain fundamentals, Cloud Infrastructure, and Advanced AI to understand key trends, innovations, and enhanced decision support across industries such as Capital Markets, Healthcare, and Digital Supply chain.

Distribution: INTERDISCIPLINARY. Prerequisite: This course is only open to MBAITECH students.

IDS 521 - AI, ML & SOCIAL MINING FOR BUSINESS MANAGERS (3)

Students will be taught concepts such as association rules, decision trees, clustering, artificial neural networks. In addition, students spend significant amount of time on text mining, and apply those techniques in sentiment analysis, classification and topic modeling. They learn graph models, page rank to understand how to analyze social media. They do hands-on sessions using Azure ML Studio or KNIME.

Distribution: INTERDISCIPLINARY. Prerequisite: This course is only open to MBAITECH students.

IDS 522 - DIRECTED INDEPENDENT STUDY AND RESEARCH (2)

Students will work closely with a Senior Data Scientist on several Big Data and data analytics literature reviews, develop presentations that demonstrate their understanding of real-world business problems with data science applications, and learn communication skills to explain advanced analytics. They will also need to complete several self-paced courses related to data privacy, ethics, and literature survey methods.

Distribution: INTERDISCIPLINARY. Prerequisite: This course is only open to MBAITECH students.

IDS 523 - FUTURE OF WORK, WORKPLACE, AND WORKFORCE (2)

Distribution: INTERDISCIPLINARY. Prerequisite: This course is only open to MBAITECH students.

IDS 540 - CONTINUOUS PROCESS IMPROVEMENT & MATURITY (3)

Process creation and improvement are critical for sustainability and resiliency. Successful organizations embrace efficient process creation, process improvement and process maturity. This course will explore process creation, improvement and maturity, along with its relationships to organizational resilience.

Distribution: IDS. Prerequisite: MGT 600.

IDS 588 - INTERNSHIP I (3)

Prerequisite: This course is only open to MBAITECH students.

IDS 589 - INTERNSHIP II (3)

Prerequisite: This course is only open to MBAITECH students.

IDS 590 - RESILIENCY CAPSTONE (1)

Synthesizing the conceptual knowledge acquired across the program, this capstone course serves as the culmination of the student's graduate studies and provides an opportunity to explore key facets of organizational resiliency. Students will complete research or projects associated with organizational resiliency from the defined organizational resilience frameworks used throughout the MBA coursework.

Distribution: IDS. Prerequisite: BTC 500 OR MGT 601 and BL 558, BTC 505, COM 511, MGT 600. .

IDS-CE 672 - VIRTUAL REALITY SYSTEMS: MODELING & CONTROL (4)

This course provides the required theoretical and practical background to design and development of multimodal virtual reality (VR) systems. Particularly, the main focus is on VR-based human-in-the-loop systems that enable users to interact and/or manipulate virtual objects in simulated environments. This course aims to cover basics of these systems through lectures, homework, lab assignments, a term project, and readings on current related topics. Through lab assignments, students acquire hands-on skills to create a multimodal virtual environment. Topics include multimodal virtual reality, current VR technology and devices, human-centered simulation: human perception and psychophysics, basic control and stability analysis of VR systems, and human factors in the design of VR displays. CE-672 students will be required to complete additional projects or independent review of research topics with approval of the instructor.

Prerequisite: This course is only open to TECH MBA students.

IDS-ECE 601 - ELECTRICAL AND COMPUTER ENGINEERING PRINCIPLES FOR MOBILITY SYSTEMS (4)

This graduate level course is designed to introduce the fundamental principles of electrical and computer engineering that are required for application in mobility systems for students with non-ECE degrees. Topics include passive circuit components, basic laws and analysis techniques; active electronic elements and circuits, digital logic circuits, digital and analog sensors and actuators, electrical machines; power electronics and batterings; digital systems; signal processing; microcomputers and interfacing; and basic mobility system networking and CAN concepts. Approximately one week is devoted to each topic illustrated in the context of specific applications in mobility systems. Case studies with specific applications of ECE in mobility systems will be assigned.

Prerequisite: This course is only open to TECH MBA students.

IDS-IME 601 - INDUSTRIAL AND MANUFACTURING ENGINEERING PRINCIPLES FOR MOBILITY SYSTEMS (4)

This graduate level course is designed to introduce the fundamental principles of industrial and manufacturing engineering that are required for application in mobility systems for students with non-IME degrees. Topics include product and process design, work design, production systems, quality/six sigma, and management/leadership. Approximately two weeks are devoted to each topic illustrated in the context of specific applications in mobility systems. Case studies with specific applications of IME in mobility systems will be assigned.

Prerequisite: This course is only open to TECH MBA students.

IDS-IME 654 - ENTERPRISE RESOURCE PLANNING (4)

An understanding of the integrated approach to enterprise planning and its evolution from MRP I and MRP II is provided in this course. It describes the core structure of ERP systems and highlights the characteristics of emerging ERP based organizations. Various ERP tools and techniques are described and compared. The fundamental success factors in moving from traditional business functions to an integrated process-based ERP environment are introduced.

Distribution: IDS. Prerequisite: This course is only open to TECH MBA students. .

IDS-IME 676 - LEAN SIX SIGMA (4)

This course examines techniques maximize production efficiency and to maintain control over each step in the process are examined in this course. The structured problem-solving methodology DMAIC (Define-Measure-Analyze-Improve-Control) will provide the framework for the course.

Prerequisite: This course is only open to TECH MBA students.

IDS-MEC 601 - MECHANICAL ENGINEERING PRINCIPLES FOR MOBILITY SYSTEMS (4)

This course introduces the basic principles of mechanical engineering that are required for application in mechanical automotive systems. Major topics include machine design, thermodynamics, fluid mechanics, heat transfer, and dynamic systems. Applications include chassis systems, suspension, steering, brakes, aerodynamics, powertrains, climate control, fuel cells, turbines, compressors, transmission systems, HVAC systems, shafts, and safety systems.

Prerequisite: This course is only open to TECH MBA students.

IDS-MEC 691 - INTRODUCTION TO THERMAL SCIENCE (4)

Thermal-fluid science include the core mechanical engineering disciplines of thermodynamics, fluid mechanics, and heat transfer. This course will provide the basic skills and knowledge to solve various problems that involve thermal-fluid engineering applications.

Prerequisite: This course is only open to TECH MBA students.

IT - Information Technology

IT 201 - INTRODUCTION TO NETWORKING (3)

This course will provide an introduction to networks. Students will explore critical networking concepts in an enterprise environment. Networking design, security, implementation and remote connectivity will be explored through hands on labs and assessment.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

IT 202 - INTRODUCTION TO DATABASES (3)

The development of efficient and quality database applications requires an understanding of the fundamentals of database management systems, techniques for the design of databases, and principles of database administration. This course introduces SQL queries, DBMS concepts, database design techniques and principles. Database security concepts are introduced to secure data objects and data. Major topics include data modeling, normalization, SQL, database integrity management, database security, transaction management, recovery, and troubleshooting and concurrency control.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

IT 203 - INTRODUCTION TO PROGRAMMING (3)

This course introduces students to core skills that every programmer should have in their toolbox. The programming landscape will be explored, as well as core disciplines that make good programmers. Fundamental data and control structures used in programming will also be introduced through hands-on assignments that utilize a modern programming language.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

IT 204 - INTRODUCTION TO SECURITY (3)

This course introduces students to the core principles and concepts of cybersecurity. Students investigate core tenants, cryptography, system components, while learning to craft better security approaches. Knowledge is reinforced with hands on exercises to enhance the learning process.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

IT 305 - BUSINESS COMPUTING TOOLS (3)

This course develops skill mastery of the use of computers and business information technology applications.

Through a series of business application scenarios, the student demonstrates mastery of contemporary business tools to satisfy the demands of modern business requirements.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

Outcomes

Create, modify and print documents such as letters, reports or memos using Microsoft Word.
Produce business reports requiring calculation and graphing capability such as budgets, balance sheets, or projections using Microsoft Excel.
Produce professional and effective presentations incorporating sound, graphics, animations, etc. using Microsoft PowerPoint.

IT 335 - BUSINESS DRIVEN TECHNOLOGY (3)

This course examines current and developing business information technologies and their potential for satisfying emerging business needs. Students explore the critical role of business information technology in modern business. Topics include fundamentals of systems theory, information technology architecture, technology trends, and business requirement definition. Individually and through teams, students demonstrate proficiency in investigating one or more assigned business problems, developing a definition, building a business case for business information technology solutions, and planning for effectively communicating with all levels of an organization to achieve support for that case. Students also demonstrate their capability to electronically access Library resources.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: COM 210 and IT 305.

Outcomes

Discuss the growth of computers, the Internet, and networked technologies, and their collective role in today's modern business.
Articulate the critical role of data / information and ways in which is it collected, stored, and managed.
Evaluate the ability of current and developing business information technologies to satisfy current challenges or emerging business needs.
Apply basic project management practices when analyzing and fulfilling a business need.
Defend the need for robust IT security features and procedures.
Define ways to integrate ethical practices throughout the organization and particularly as it relates to technology.
Investigate business problems and develop a business case for business information technology solutions.
Create a functioning website and supporting e-business features that help drive growth of an emerging business.

IT 402 - SYSTEMS ANALYSIS AND DESIGN (3)

Modern organizations, large and small, rely on technology to function, survive, and remain competitive. Systems analysis and design is an important step before implementing any technology system. Any mistakes made during the analysis stage will significantly affect the later stage of the system development. This course provides an introduction to the concepts and techniques of information systems analysis and design (SAD) that focuses on analysis skills as well as managerial issues with a strong emphasis on requirements gathering and modeling. The course covers techniques used by systems analysts and gives extensive practice with structured methodologies.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

Outcomes

Examine the role of a systems analyst in the business environment, and the impact of good and bad requirements.
Assess problems, opportunities, and directives that trigger systems development projects.
Evaluate various systems analysis strategies for solving business system problems.
Explore the purpose and objectives of the systems design, systems implementation, and systems support phases of the Systems Development Life Cycle.
Evaluate an IT Project for viability and identify areas that may cause project management risks and issues.
Create and maintain the documentation required to support the design and implementation phases of the Systems Development Life Cycle.
Integrate and apply the concepts of Ethics and Values, and their application in a software development environment.

IT 403 - PROJECT MANAGEMENT & ITIL FRAMEWORK (3)

Ideas are a great beginning but success is measured by what gets accomplished. This course provides a solid introduction to the methods, processes, tools and techniques of project and service management. The course will utilize the Project Management Institute Body of Knowledge (PMBOK) and the Information Technology Infrastructure Library (ITIL) framework to educate students on proven techniques to achieve business goals and objects.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

Outcomes

Define and describe the domain of project management in terms of life cycle phases, knowledge areas and processes within the areas.
List and differentiate project management life cycle processes and knowledge areas and apply that knowledge in preparation of project documents and deliverables.
Analyze the successes and challenges of working within a team to develop a project plan focused on managing a project throughout its life cycle.
Develop a Project Management Plan as a project team member.
Examine the role of ITIL Service Management in implementing and supporting technology projects.

IT 405 - NETWORKS & OPERATING SYSTEMS (3)

This course will provide an introduction to network and operating systems implementation in an enterprise setting. Students will setup and configure client and server operating systems in a networked environments to provide critical network services in an enterprise environment. Critical infrastructure, setup, maintenance and troubleshooting concepts will be explored for future coursework.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 201.

Outcomes

Design and implement of client operating systems in an enterprise environment.
Design and implementation of server operating systems in an enterprise environment.
Install and configure servers to provide DHCP, DNS, database and file services for client computers.
Demonstrate troubleshooting approaches for operating systems and networks.

IT 407 - SERVER VIRTUALIZATION & PERFORMANCE ENGINEERING (3)

Servers are the workhorse in delivering technology solutions to the organization. However, all server solutions are not the same and it is important to understand how to design a server solution to meet the needs of an organization in terms of supporting databases, applications, web sites and other services. This course provides a foundation in operating systems, server performance design and management. As virtualization is a common server design considered and utilized, this course will also provide a deep dive into the design and implementation of virtualization solutions.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 405.

Outcomes

Assemble client operating systems in an enterprise environment.
Investigate virtualization optimization techniques.
Assemble server operating systems in an enterprise environment.
Design a virtual environment.
Install a hypervisor for virtualization.
Build the management layer of a virtualized environment.
Investigate server hardware and software for virtualization.
Build servers to provide DHCP, DNS, database and file services for client computers.
Investigate networking concepts associated with servers in an enterprise environment.
Construct troubleshooting approaches for operating systems and networks.

IT 408 - DATABASE DESIGN & DEVELOPMENT (SQL) (3)

The development of efficient and quality database applications requires an understanding of the fundamentals of database management systems, techniques for the design of databases and principles of database administration. This course introduces the DBMS concepts and database design techniques and principles. The emphasis is on the conceptual database design as well as implementation details. Database security is also a key aspect of this course. Major topics include data modeling, normalization, SQL, database integrity management, database security, transaction management, recovery, troubleshooting and concurrency control.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 202.

Outcomes

Construct advanced logical and physical database designs from conceptual models.
Create complex SQL queries that aggregate data from multiple tables.
Maximize database performance and reliability through benchmarking and optimization techniques.
Build scalable database infrastructures for business applications and data analysis.
Improve the security of database objects and data.
Develop professional interpersonal skills by creating comprehensive database designs and physical implementations both individually and within teams.

IT 410 - PRINCIPLES OF SOFTWARE ENGINEERING (3)

This course examines the elements of software engineering practices, processes, and methodologies. Topics include a discussion of various software development models and methodologies; software design principles and tools; software project management, quality management, and change management. Various aspects of software engineering practices in use in the real-world will be explored. We will draw upon material from various sources as we review and analyze the elements of success and failure in software engineering efforts.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 203.

Outcomes

Explore the software engineering phases, processes, and techniques used in the development of software.
Examine and evaluate key aspects of software engineering development and umbrella phases and activities including requirements, design, construction, testing, maintenance, quality and security.
Integrate secure development practices into the traditional software development lifecycle.
Evaluate and compare agile and traditional software development practices.
Build and run simple applications using industry standard software.

IT 412 - ADVANCED PROGRAMMING (3)

This course involves a deeper study of programming and software engineering techniques. The majority of

assignments involve programming in contemporary programming languages. Topics include memory management, design patterns, APIs, Libraries, Web services, testing, refactoring, and writing secure code. The course will also involve the application of secure software development practices throughout the coding process.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 410.

Outcomes
Explore advanced programming concepts including the use of design patterns, libraries, and object-oriented programming.
Implement secure software development practices while building applications.
Build and test varied applications using industry standard software and techniques.

IT 413 - WEB DESIGN (3)

This course examines standard and emerging Internet technologies and how they may be leveraged to design and develop web-enabled applications. Topics include best practices for web design, interface development, server-side application code development, APIs and web services. The use of industry standard tools and testing techniques are also integrated throughout the course.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 410.

Outcomes
Design web applications according to best practices.
Integrate standard and emerging Internet technologies into web-enabled applications.
Build web-enabled applications using industry standard tools.
Test web-enabled applications using industry standard tools and techniques.

IT 414 - SCRIPTING AND AUTOMATION (3)

This course will provide a review of core programming skills and concepts. Students will focus on code control, core competencies of programming and programmatic automation. Advanced programming concepts will be introduced in preparation for cybersecurity and data science concentrations.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 412.

Outcomes
Evaluate core business tasks to determine their suitability for automation.
Improve the efficiency of businesses through process automation.
Develop strategies for using automation to work with different operating systems and file formats.
Build and run applications/scripts using industry standard software for process automation.
Combine advanced programming concepts, design patterns, libraries and object-orientated programming in the development of automation solutions.

IT 415 - MOBILE PROGRAMMING (3)

This course will enable students to apply core programming skills and concepts towards building mobile applications. Topics for the class include setting up a mobile development environment, leveraging cross-platform development tools, using mobile operating system APIs, secure mobile programming practices, testing, and deploying apps.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 413.

Outcomes
Adapt fundamental programming and web development skills toward the development of mobile applications.
Compare and contrast app development for different mobile operating systems.
Build and run cross-platform mobile applications using industry standard software.
Design security practices into mobile applications.
Maximize functionality native to mobile operating systems.

IT 416 - EMBEDDED LINUX PROGRAMMING (3)

This course will provide a review of core programming skills and concepts within the embedded linux programming space. Students will focus on code control and core competencies of programming within an IoT and embedded Linux hardware environment. Critical Linux hardware and software concepts will be explored.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 410.

Outcomes
Select an appropriate Linux build system.
Build embedded Linux systems using industry standard software and tools.
Construct applications that interact with Linux device drivers.
Design solutions for embedded Linux storage needs.
Develop strategies for improving the performance and reliability of embedded Linux systems.

IT 417 - FUNDAMENTALS OF CYBERSECURITY (3)

Organizations have many regulatory and compliance issues to address. Cyber security professionals are responsible for implementing the technical controls that meet these requirements. This course provides the technical knowledge and hands-on lab experiences required to secure an organization's IT systems. Focus areas include fundamentals of cyber security, access control, networking and communication security, understanding attacks against systems including malicious code, controls and countermeasures, system monitoring and analysis, system recovery and response, IT systems audit, cryptography review, and legal issue surrounding cyber security.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 204 and IT 405.

Outcomes
Evaluate Cybersecurity goals and best practices as it relates to hands on certifications.
Investigate attacks against systems that may cause a security breach and determine defensive controls.
Demonstrate and discuss technology relating to various Information Technology (IT) security aspects.
Evaluate various auditing data from logs to business processes to measure and determine security posture.
Build and assess an Information Assurance plan demonstrating the knowledge of controls via forecasted case studies and scenarios.
Demonstrate the use of firewall technologies by modifying the system and testing controls.
Construct and assess network security components within network architecture to implement a layered defense.

IT 419 - ETHICAL HACKING STRATEGIES & TOOLS (3)

This course will introduce the student to common attack techniques in mitigating countermeasures. The student will learn to conduct common attacks via theoretical and hands on approach to websites, database structures, internet services, TCP/IP services, people, and other important elements of an organizations infrastructure. In addition to understanding how attacks work, students will be taught how to not only recognize these attacks, but to also defend themselves against such attacks.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 417.

Outcomes
Interpret reconnaissance information into actionable attacks.
Assemble NIST 800-115 Penetration Test Process into an actionable attack methodology with Kali tools.
Assess assigned targets for vulnerabilities and misconfigurations.
Appraise the cyber kill chain in attacks.
Investigate security concepts and terminology.
Experiment with attack methods against wireless technologies.
Critique the phases of penetration testing.
Build practical attacks for digital assets.

IT 422 - ADVANCED TEAM-BASED ATTACK/DEFEND TECHNIQUES (3)

This course is designed to synthesize knowledge of the hacking and counter hacking strategies. In a semester long project, students will simulate the functioning of a real-world cybersecurity team by actively addressing a variety of security challenges. Each work team will be required to not only prepare offensive attacks and defensive security measures, but also to formally to test their proposed countermeasures to ensure accuracy. As a result, this problem-based course also enables students to hone the communication (written and verbal), contribution, and collaboration skills necessary for success as a well-round security professional.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 417 and IT 419.

Outcomes
Simulate the functioning of a real-world cybersecurity team environment through ongoing team-based discussion addressing the planning and defense of various system attacks.
Synthesize knowledge of the cyberattack and defense process by composing a comprehensive plan addressing both system compromise and resolution issues.
Evaluate system attacks using advanced system types.
Design and implement strategies created to defend against a variety of Advanced Persistent Threats (APTs).
Refine the team-based communication and collaboration skills necessary for professional success through the use of supportive/constructive peer feedback.

IT 430 - AGILE PROJECT MANAGEMENT AND SCRUM (3)

Agile has revolutionized the way teams approach development and project management. This course will provide insights and guidance of agile project management. Agile is a methodology or framework that is best used for iterative product and system development. This framework builds on delivering products incrementally and empowering teams while involving customers and key stakeholders throughout the process. This framework ensures that teams have significant information as it appears - before it is too late, because responding to changes late in development is more difficult and costly. This course will examine the basic principles of the agile framework as well as the use of the Scrum methodology for agile product or software development. Scrum is an iterative and incremental agile software development framework for managing product development. Scrum allows the project team to put the product manager in charge of delivering the value that the customers want.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 402.

Outcomes
Explain the foundation of Agile and Scrum including roles and other methodologies.
Analyze the different Agile frameworks used by Agile projects.
Defend the collaborative work environment in Agile Projects.
Describe Scrum events.
Produce requirements and deliverables for an Agile project.

IT 431 - RISK MANAGEMENT AND GOVERNANCE (3)

This course will introduce students to risk management and governance. Organizations and institutions

relying on digital technology must manage risk effectively. Students will explore definitions, strategies and tactics for risk management in a technical environment.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 402.

Outcomes

Examine the terminology and assorted components of risk management framework.
Discuss risk and how to assess potential impact of risk occurrence to the organization.
Explain risk tracking and control techniques and how to effectively manage organizational risk.
Summarize principles of risk management, and its importance to strategy, tactics and operations.
Explain the processes for establishing risk mitigation approaches to support organizational goals.
Describe stages of risk management and the various steps required to regulate and manage risk.
Explain the assorted risk management tools and techniques to manage organizational risk.
Describe how to evaluate, assess, and identify all risk to the organization.
Review and explain the importance of stakeholder expectations.
Define the nature of risk appetite statements and how they apply to the organizational environment.
Discuss the various risk strategies for risk mitigation and management.

IT 440 - CLOUD INFRASTRUCTURE (3)

This course will provide an introduction to cloud-based infrastructures. Students will explore and learn critical strategies to securely deploy, maintain and troubleshoot cloud-based infrastructure. Amazon Web Services (AWS) and Microsoft Azure deployments will be explored. Infrastructure concepts explored in IT 405 Networks and Operating Systems and IT 407 Server Virtualization and Optimization will be extended to AWS and Azure.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 407.

Outcomes

Design basic Cloud-Infrastructure platforms.
Configure and deploy cloud-based infrastructure assets.
Build cloud security strategies to cloud-deployed infrastructure.
Create optimized cloud assets.
Analyze cloud-deployed assets for configuration identification.
Consider and implement security services with IT cloud infrastructure.
Design basic Software Define Networks using principles of Network Function Virtualization.

IT 445 - PROGRAMMING FOR DATA ANALYSIS (3)

This course provides an introduction to a modern programming language that allows statistical queries to be incorporated in programmed data queries. Students will learn basic syntax and techniques and will incorporate that knowledge into statistical programming and reporting.

Distribution: IT. Prerequisite: IT 408 and QM 301.

IT 450 - FUNDAMENTALS OF AUTOMOTIVE CYBERSECURITY (3)

This course provides background on relevant vehicle standards and best practices related to cybersecurity. It also provides an introduction to relevant engineering elements of vehicles and an examination of potential cybersecurity vulnerabilities of those elements. This course culminates with the creation of a penetration test plan for examining cybersecurity vulnerabilities in order to recommend potential remediation of those identified vulnerabilities.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 419.

Outcomes
Examine fundamental vehicle systems & interoperability.
Explore key engineering control concepts utilized in automotive systems.
Investigate cybersecurity concepts applicable to vehicle systems.
Demonstrate programming fundamentals for automotive cybersecurity.
Evaluate legal considerations for automotive cybersecurity.
Demonstrate fundamental electronic investigative concepts.
Analyze basic CAN Bus elements.

IT 451 - AUTOMOTIVE NETWORK STRATEGIES, TOOLS, AND TECHNIQUES (3)

This course exposes students to core vehicle communication protocols. Students build on their understanding of vehicle systems through hands on exposure to the CANBus. Students will learn to connect to, communicate on, and analyze traffic from a vehicle network. Students demonstrate their knowledge and mastery of the CANBus through a midterm and final project. Students will extend their understanding of vehicle systems, engineering concepts associated with vehicle systems, electronics, electronic control units and base communication technologies.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 450.

Outcomes
Discuss automotive network operations and their functions.
Inspect captured CANBus firmware data within the CANBus frame.
Develop CANBus data analysis strategies.
Analyze CANBus information.
Demonstrate threat modeling within the vehicle cybersecurity landscape.
Analyze SocketCan drivers' usage using formal techniques.
Examine CANBus information using reverse engineering techniques.
Develop CANBus mapping diagrams to document potential sources of threats.

IT 452 - CONNECTED AUTOMOTIVE ECOSYSTEMS AND ATTACK SURFACES (3)

This course expands students' knowledge through the exploration of vehicle wireless technologies, electronic control units, in-vehicle infotainment systems, telematics, vehicle-to-vehicle and vehicle-to-infrastructure communications. Students learn to perform vehicle threat analysis through hands-on projects. This course culminates with the creation of a penetration test plan for examining cybersecurity vulnerabilities in order to recommend potential remediation of those identified vulnerabilities. Students will expand their understanding of vehicle systems, engineering concepts associated with vehicle systems, electronics, electronic control units and vehicle communication technologies.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 451.

Outcomes

Analyze fundamental wireless technologies utilized in passenger vehicles.
Demonstrate telematics systems testing and data access techniques.
Discuss vehicle-to-vehicle and vehicle-to-infrastructure communications.
Maximize CANBus exploits using weaponization techniques.
Demonstrate searching techniques for vehicle malware on the Dark Net.
Discuss security testing automotive wireless technologies.
Critique risk management frameworks for passenger vehicles.
Analyze car behavior via the CANBus using basic reverse engineering techniques.
Demonstrate ECU hacking and security testing.
Critique embedded systems for reverse engineering.
Critique J1939 protocols for heavy vehicles.
Demonstrate Infotainment system security testing and data extraction techniques.
Appraise telematics systems purpose within the larger vehicle network.

IT 453 - ADVANCED AUTOMOTIVE PENETRATION TESTING AND THREAT ANALYSIS (3)

Students are exposed to software and hardware reverse engineering, along with automotive threat and malware analysis. This course culminates a series of hands-on projects where students demonstrate the knowledge and skills gained across all four automotive cybersecurity classes. Students extend their knowledge of reverse engineering, and demonstrate their understanding of vehicle systems, engineering concepts associated with vehicle systems, electronics, electronic control units and base communication technologies.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 452.

Outcomes

Create custom Python programs to investigate Control Area Networks.
Discuss malware analysis within the automotive ecosystem.
Create penetration tests to investigate automotive network/ecosystem.
Test the security of automotive networks and ecosystems using information gathering and data weaponization techniques.
Produce accurate and concise reports on penetration testing results.
Discuss vehicle systems, electronics, control units and networks from a cybersecurity perspective.
Analyze J1939 data captured in heavy-duty vehicles to determine the source of a cyber attack.

IT 456 - MACHINE LEARNING (3)

Students will learn how to build both supervised and unsupervised machine learning models on their own computer to explore data and make both numeric and category predictions from appropriate datasets. Students will also develop basic skills in data exploration and visualization, hyperparameter estimation, and cross validation. These skills will be developed through text readings and Python programming assignments. Additional readings and videos will be occasionally assigned by the instructor.

Distribution: IT. Prerequisite: IT 445.

IT 460 - DIGITAL AND NETWORK FORENSICS (3)

This course will introduce students to the scientific principles and methods of forensic science associated with the digital space. Students will gain critical understanding of hardware and software relationships to cyber forensics. This course relies heavily on students synthesizing the subject matter through hands on labs and a "real life" forensic exam for the final project.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 417.

Outcomes
Perform legal and ethical cyber forensic investigations using a procedural approach.
Integrate scientific methods into the cyber forensics discipline.
Describe the chain of custody requirements for criminal, civil and internal organization requirements.
Investigate cyber forensics using proper evidence collection and management.
Assess hidden evidence and anti-forensics techniques.
Apply network, mobile, memory, virtual system and malware forensic techniques.

IT 461 - SECURITY OPERATIONS AND AWARENESS (3)

This course will introduce students to the primary concepts of security operations and monitoring in an organizational environment. The student will gain critical understandings of security operations centers (SOC), along with SOC's private role in organizational security posturing. Students will gain an understanding of security education and posturing with non-technical roles.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 417.

Outcomes
Assess the security risk of an enterprise based on the maturity level of the SOC.
Appraise an existing SOC to identify improvement opportunities.
Develop a case management plan that incorporates threat intelligence, compliance and data collection methods.
Assess a business operation using a variety of methodologies to identify potential weaknesses and vulnerabilities.
Evaluate SOC Models of Operation to determine the best strategy and method of delivering SOC services to an enterprise.
Design a SOC infrastructure using various models of operation based on existing facilities and capacity requirements.
Analyze network traffic and data flow patterns in order to monitor potential intrusions.
Measure the effectiveness of vulnerability tools, in order to automate vulnerability management.
Assess a SOC Team's capabilities in order to identify skill gaps.
Design a SOC architecture with considerations for in house or virtual models.

IT 462 - SECURING CYBER PHYSICAL SYSTEMS (3)

This course will introduce students to cyber physical systems, including power systems, transportation systems, Internet of Things technologies, and other physical control-based systems. Students will gain an understanding of design, defense and assessment of cyber physical systems.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 417.

Outcomes
Define the relationship between cyber-physical systems and cybersecurity.
Define cyber-physical attack and defense approaches.
Classify control systems: components, challenges, attack vectors, mitigation techniques.
Investigate and demonstrate fundamental electronic concepts.
Classify cyber-physical systems concepts, terms, and attack history.
Explore key engineering control methods in cyber-physical systems.
Design programmable logic controller code with engineering control methods.
Appraise Internet of Things security and privacy concerns.
Secure embedded systems or cyber physical systems.

IT 463 - CRYPTOGRAPHY (3)

Modern cryptographic algorithms and techniques underpin many of the tools, programs, and devices used to provide security in today's organizations. In this course, students will get an in-depth look at the building

blocks of cryptographic algorithms, utilize modern ciphers through practical exercises, discuss current issues around cryptography, and gain a deep understanding of how cryptography is used to ensure the confidentiality, integrity, availability, and non-repudiation of organizational information. Symmetric, asymmetric, and un-keyed algorithms will be explored, as well as practical attacks and defenses applicable to cryptographic keys.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 417.

Outcomes
Associate the history and building blocks cryptographic algorithms with modern ciphers.
Use cryptographic tools.
Build simple applications that utilize cryptographic algorithms.
Compare and contrast the relative strengths and weaknesses of modern ciphers and their applications.
Explore practical attacks and defenses against cryptographic keys.
Assess the role cryptography plays in ensuring the confidentiality, integrity, availability, and non-repudiation of organizational information.
Discuss current issues related to the field of cryptography.

IT 483 - DIRECTED STUDY IN INFORMATION TECHNOLOGY (3)

A directed study may only be used to substitute for required coursework with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study and/or internship courses toward graduation requirements.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: Students must have written permission of the department chair.

Outcomes
Contact your instructor for learning outcomes.

IT 490 - INTERNSHIP (3)

Students will participate in an internship which provides them an opportunity to utilize skills and knowledge they have learned in their course work.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: Students must have 21 undergraduate credit hours in residence at Walsh College.

Outcomes
Utilize skills and knowledge learned in coursework.

IT 499 - COLLABORATIVE BUSINESS SYSTEMS (CAPSTONE) (3)

The Capstone Project provides the opportunity for integrating program learning within a project framework. The student has the opportunity to apply the concepts, processes, tools and techniques reviewed in their program courses. Each student identifies or defines a professionally relevant need to be addressed that represents an opportunity to assimilate, integrate, or extend learning derived through the program. The student will work with the Capstone Project Advisor to develop a proposal. After review and approval by the Capstone Project Advisor, the student is authorized to complete the project. The student presents the completed project at a Capstone Fair at the end of the semester.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: Students must have 36 credit hours in residence at Walsh College.

Outcomes

Define and elaborate upon the characteristics of "ethics," particularly as it pertains to the use of technology.
Identify and differentiate among key legal rulings and laws that govern ethical behavior in the United States and abroad.
Compare and contrast ways in which organizations can promote and encourage ethical behavior and compliance.
Define "intellectual property (IP)" and differentiate among the types of IP and the tools that can be used to govern them.
Design a website devoted to ethics in a particular industry, along with an in-depth look at key ethical concepts, laws, and historical events.
Create and publish (for the instructor's viewing - not the public domain) the website as designed, above.

IT 501 - IT SYSTEMS ANALYSIS (3)

As technology evolves as does the methodology for the support and development of operational activities to manage the many unique characteristics of processing environments. This course will provide the introduction into the information technology governance, business process and development methodologies to allow our students to be an effective liaison between technology and business. This course covers modeling, requirements gathering as well as high level understanding of the many technology components to support the enterprise.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSITL: MGT 502 (may be taken concurrently). MSDA and MSIT: None.

Outcomes

Examine the role of a systems analyst in the business environment, and the impact of good and bad requirements.
Assess problems, opportunities, and directives that trigger systems development projects.
Evaluate various systems analysis strategies for solving business system problems.
Explore the purpose and objectives of the systems design, systems implementation, and systems support phases of the Systems Development Life Cycle.
Evaluate an IT Project for viability and identify areas that may cause project management risks and issues.
Create and maintain the documentation required to support the design and implementation phases of the Systems Development Life Cycle.
Integrate and apply the concepts of Ethics and Values, and their application in a software development environment.

IT 502 - LEADERSHIP FOR TECHNOLOGY PROFESSIONALS (3)

This course will explore leadership perspectives, techniques, and concepts for technically based professionals. Technical leaders will explore the importance of context when operating with non-technical staff. Technical leaders will also explore critical elements of leadership, ownership, and humility for effective leadership.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MGT 502 (may be taken concurrently).

Outcomes

Elaborate on impactful team leadership approaches.
Evaluate the importance of relationships for team and organizational success.
Integrate comprehensive people skills into technical operations for success.
Assess the role of emotional intelligence in leadership.
Critique planning's role in successful leadership.
Formulate negotiation approaches to achieve team goals.
Evaluate the impact of communication on team operations.

IT 505 - GOVERNANCE, RISK & COMPLIANCE (3)

This course examines the triad of Governance, Risk and Compliance (GRC) as an essential framework for the management of information technology with business. Governance describes the overall management approach through which senior executives direct and control the entire organization. IT Governance is part of overall governance and focused on determining how best to use technology to support business goals. Risk management comprises a set of processes, tools and techniques to assist the organization in identifying and prioritizing its key assets, identifying risks, qualitatively and quantitatively assessing those risks, and determine mitigation strategies. Compliance refers to the responsibility of organizations and their technology departments to comply with internal and external requirements. Topics include governance and risk frameworks, legal and regulatory requirements such as SOX, HIPAA, FERPA, FISMA, NERC, FERC, BASEL II, ISO and PCI.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSIT and CS certificate: None; MSITL, MBA/MSITL and STEMMBA: MGT 502 (may be taken concurrently).

Outcomes

Assess and organize the steps an organization must take to develop comprehensive governance, risk, and compliance strategy and policy.
Explore the key processes, techniques, roles, and responsibilities of establishing an IT Governance structure.
Examine and evaluate key aspects of compliance management including the identification of compliance requirements, gap analysis, and implementing compliance practices.
Utilize case studies to apply the processes, tools, and techniques reviewed in this course.
Critique the processes involved to identify, implement, measure, and monitor metrics as part of a governance, risk and compliance management program.
Evaluate how best practices established by COSO and ITIL can assist in implementing effective governance, risk, and compliance strategy.

IT 506 - IT LEADERSHIP & STRATEGY (3)

This course focuses on the skills and knowledge to guide an organization in its best use of technology to achieve its business goals and objectives. Although technical knowledge and skills are essential for technology professionals, this course focuses on the development of more general leadership skills. The ability to communicate with a broad set of stakeholders is essential and this course will offer exercises in skills such as negotiation, persuasion, agility, coaching and facilitation through case studies, role playing and simulation. Technology leaders must also understand the elements of developing and implementing an overall IT Strategy for the organization. This course will review the various levels of strategy and how strategy is implemented through tactical and operational plans.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: STEMMBA: IT 520. MSIT and MSITL: IT 501.

Outcomes
Analyze IT strategies through studies of various cases to discover how IT is a critical aspect of an organization's success.
Apply knowledge and skills to help guide an organization to use IT to achieve its goals and objectives.
Explain and illustrate methods to communicate with all levels of the organization through the use of role playing and simulation.
Describe and provide proof as to how tactical and operational plans are implemented.

IT 510 - CYBERSECURITY STRATEGIES AND TACTICS (3)

In this course students will learn basic information security goals of availability, integrity, accuracy, and confidentiality. Identification of exposures and vulnerabilities and appropriate countermeasures are addressed. Critical application of security strategies and tactics will be explored through hands on exercises.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 532.

Outcomes
Evaluate Cybersecurity goals and best practices as it relates to hands on certifications.
Implement security configurations on devices.
Investigate attacks against systems that may cause a security breach to determine defensive controls.
Resolve security issues through identification, configuration, change control, and remediation.
Design incident response procedures.
Critique physical security procedures.
Investigate common and advanced threats, vulnerabilities and attacks.
Design and implement security strategies for network nodes.
Integrate security best practices into a virtual environment.

IT 511 - THREATS, VULNERABILITIES, CONTROLS, AND COUNTERMEASURES (3)

Organizations are under constant threats from malicious attackers internal and external to the organization. In order to respond and defend the organization against these attacks' security professionals must have the knowledge and skills to assess cybersecurity threats and vulnerabilities and recommend and implements appropriate controls and countermeasures. This course will prepare cybersecurity incident handlers to manage security incidents by understanding common attack techniques, vectors and tools as well as defending against and/or responding to such attacks when they occur. This course will provide students with the foundation to prepare to take the GCIH (GAIC Certified Incident Handler) certification which focuses on detecting, responding, and resolving computer security incidents.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 510.

Outcomes
Formulate reconnaissance information into actionable attacks.
Assemble NIST 800-115 Penetration Test Process into an actionable attack methodology using Kali tools.
Assess assigned targets for vulnerabilities and misconfigurations.
Apply the cyber kill chain during cyber-attacks.
Discover the root cause of incidents.
Recommend continuous process improvement opportunities.
Plan how to defend various system attacks.
Compose a comprehensive plan addressing both cyber-attack system compromise and defense resolution.

IT 512 - INTELLIGENCE ANALYSIS TOOLS AND TECHNIQUES (3)

Intelligence analysis is the process of generating intelligence from data and information using a variety of tools, techniques and resources that will be reviewed and applied throughout the course. This course will prepare a student to participate in intelligence gathering and analysis in a diverse environment on a variety of significant issues related to cybersecurity.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

Outcomes
Examine the intelligence process including problem identification, collection, synthesis and analysis.
Assess intelligence data collection methods.
Compare and contrast intelligence analysis tools and techniques.
Apply appropriate intelligence analysis tools and techniques to real-world scenarios.
Evaluate best practices in the preparation of intelligence analysis reports.

IT 520 - TECHNOLOGY INNOVATION, RISK MANAGEMENT, & CYBERSECURITY LEADERSHIP (3)

One of the most important skills a business leader needs to have concerning technology involves effective decision making and governance. This class will consist of a case study approach presenting different scenarios that require decisions to be made on technology issues that are relevant to today's business environment. Students will develop the skills for understanding the components and elements of these technology decisions and assess associated risks. This course will draw upon a cross section of technology, finance, security, project management, leadership, and other aspects of effective decision making.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: GR: MGT 502 (may be taken concurrently); UG: COM 320 and IT 305.

Outcomes
Differentiate between key areas of IT leadership such as governance, compliance and strategic planning.
Evaluate the role of IT leadership in decision-making at an operational and strategic level.
Analyze opportunities and risks facing organizations when selecting and deploying technology solutions.
Select and defend relevant processes, policies, laws, and leadership decisions as they pertain to the utilization of technology within an organization.
Defend the leader's role in oversight of ethics in IT.

IT 530 - SQL & DATABASE FUNDAMENTALS (1)

The development of efficient and quality database applications requires an understanding of the fundamentals of database management systems, techniques for the design of databases and principles of database administration. This course introduces SQL queries, DBMS concepts, database design techniques and principles. Database security is also a key aspect of this course. Major topics include data modeling, normalization, SQL, database integrity management, database security, transaction management, recovery, and troubleshooting and concurrency control.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

Outcomes
Demonstrate working knowledge of fundamental concepts in the development and implementation of database systems.
Explain data modeling; the application of both entity-relationship and normalization approaches to the design of relational model databases.
Construct logical and physical database designs from conceptual models using best principles.
Develop relational databases for business applications.
Analyze database structure and data through the use of SQL.
Examine techniques to secure database objects and data.
Develop professional interpersonal skills by creating comprehensive database designs and physical implementations both individually and within teams.

IT 531 - NETWORK FUNDAMENTALS (1)

This course will provide an introduction to networks. Students will explore critical networking concepts in an enterprise environment. Networking design, security, implementation and remote connectivity will be explored

through hands on labs and assessment.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

Outcomes
Evaluate Networking goals and best practices as it relates to hands on certifications.
Demonstrate and discuss network development and maintenance.
Demonstrate and discuss technology relating to various Information Technology (IT) networking aspects.
Identify and remediate network security concerns through configuration, change control, and remediation.
Identify and remediate networking issues and outages through configuration, troubleshooting and remediation.

IT 532 - OPERATING SYSTEMS AND VIRTUALIZATION (3)

This course will provide an introduction to operating systems implementation in an enterprise setting. Students will setup and configure client and server operating systems in a networked environments to provide critical network services in an enterprise environment. Critical infrastructure, setup, maintenance and troubleshooting concepts will be explored for future coursework.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSIT: IT 530 and IT 531. CS Certificate: IT 531.

Outcomes
Implement client and server operating systems in a virtual enterprise environment.
Configure server roles to include DHCP, DNS, database services and file services for enterprise clients.
Explore the management layer, virtualization hardware, software and implementation of hypervisors.
Construct troubleshooting techniques for server optimization, virtual operating systems and enterprise network services.
Investigate network and security concepts associated with enterprise servers.

IT 533 - PROGRAMMING I (3)

This course will provide a review of core programming skills and concepts. Students will focus on code control and core competencies of programming. Intermediate programming concepts will be introduced in preparation for future programming classes.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

Outcomes
Evaluate the strengths, weaknesses, and operation of programming languages
Construct programs using foundational programming concepts such as variables, collections, loops, conditions, functions, and classes.
Integrate secure development practices into the software development process.
Build and run applications using industry standard software.
Create and modify code leveraging source control tools.

IT 534 - PROGRAMMING II (3)

This course involves a deeper study of programming and advanced programming constructs. Students will apply foundational programming concepts toward developing complex applications and solutions in preparation for cybersecurity and data science concentrations.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSIT: IT 533. BSIT: IT 410.

Outcomes
Construct complex applications that leverage foundational programming concepts such as variables, collections, loops, conditions, functions, and classes.
Construct programming projects according to software development best practices.
Develop strategies for automating repetitive tasks programmatically.
Build and run applications using industry standard software.
Create and modify code leveraging source control tools.

IT 536 - DIGITAL FORENSICS (3)

This course will introduce students to the scientific principles and methods of forensic science associated with the digital space. Students will gain critical understandings of hardware and software relationships to cyber forensics and incident response. This course relies heavily on students synthesizing the subject matter through hands on labs and a "real life" forensic exam for the final project.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSIT: IT 510. BSIT: IT 417.

Outcomes
Facilitate legal, ethical, and procedural procedures in an investigation.
Construct hidden evidence and anti-forensics techniques.
Adapt scientific method in the cyber forensics discipline.
Formulate proper evidence collection and management techniques in an investigation.
Adapt network, mobile, memory, virtual system, and malware forensic techniques.
Adapt technical solutions to achieve investigatory goals.
Modify NIST 800-86 approaches into digital forensic incident response events.
Build professional forensic reports.
Demonstrate consistent professional work ethic and integrity to achieve goals.

IT 537 - CRYPTOGRAPHY (3)

This class will focus on the various methods of encryption and other cryptographic tools and processes. It will also explain cryptographic analysis techniques and provide the student with insight into the history of cryptography.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSIT: IT 533 and IT 565. BSIT: IT 417.

Outcomes
Analyze the role cryptography plays in securing devices, programs, and protocols.
Recommend security solutions based on an analysis of their capabilities and the cryptographic security they provide.
Examine practical attacks and defenses related to cryptographic systems.
Construct arguments for and against the use of cryptography in various contexts.
Solve security problems utilizing cryptographic tools.

IT 538 - CYBER PHYSICAL SYSTEMS (3)

This course will introduce students to cyber physical systems, including power systems, transportation systems, Internet of Things technologies, and other physical control-based systems. Students will gain an understanding of design, defense and assessment of cyber physical systems. NIST Frameworks for cyber-physical systems will be reviewed.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSIT: IT 510. BSIT: IT 417.

Outcomes
Interpret the relationship between cyber-physical systems and cybersecurity.
Appraise Internet of Things security and privacy concerns.
Discuss NIST recommended defense-in-depth strategies for cyber-physical systems.
Classify cyber-physical systems concepts, terms, and attack history.
Define cyber-physical attack and defense approaches.
Create programmable logic controller code with engineering control methods.
Secure embedded systems or cyber-physical systems.
Classify control systems: components, challenges, attack vectors, and mitigation techniques.
Demonstrate fundamental electronic concepts.
Explore key engineering control methods in cyber-physical systems.
Elaborate on cyber-physical attack and defense approaches.

IT 540 - INTRODUCTION TO DATA SCIENCE (3)

Data is the core asset of organizations in all domains. Managing that data and extracting actionable results is key to business survival and success. This course introduces the student to the field of data science. It provides an interdisciplinary overview of the various domains integrated into data science including business acumen, quantitative analysis, data storage and retrieval technologies, visualization and presentation methodologies.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSIT: IT 530 and IT 534; MAC.W: QM 520.

Outcomes
Examine the data science lifecycle from data collection, storage, query, and result presentation.
Investigate the various types of data sources and repositories.
Evaluate various statistical analysis techniques that can be used to analyze data sets.
Apply skills and knowledge in preparing data for analysis and conducting data queries.
Assess the use of visualizationand other presentation technologies.

IT 541 - SQL AND DIMENSIONAL DATA ANALYTICS (3)

This course provides an overview of data analysis techniques utilized to explore data in SQL and dimensional (data warehouse) databases. The course will introduce database concepts on the design of database repositories and the fundamentals of database querying. Business intelligence and data analytic techniques will be introduced to demonstrate the exploring and extraction of information from datasets stores in SQL and dimensional data bases.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 540.

Outcomes
Compare SQL and dimensional database repository structures.
Evaluate methods of querying SQL and dimensional database repositories utilizing business intelligence and data analytic tools and techniques.
Adapt business intelligence and data analysis techniques to comprehensive assignments involving SQL and dimensional database repositories.
Solve SQL and dimensional database problems utilizing a Database Management System (DBMS).

IT 542 - BIG DATA ANALYTICS (3)

The course introduces students to the distributed file system data repository utilized for Big Data collection, storage and querying. This course begins with a discussion of big data and how it is differentiated from traditional data repositories. Students will examine the data file structure and the tools and techniques used to organize, explore, extract and analyze data sets. Students will be introduced to the Hadoop data structure and the associated tools including MapReduce, Pig and other supplemental tools. Students will employ big data analysis techniques on real world case studies.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 540.

Outcomes
Examine the characteristics of big data and the distributed file system repository structure to identify big data problems.
Utilize Hadoop data structures and supporting technology tools such as MapReduce and Pig to build, extract, and explore big data sets.
Build big data analysis techniques to interpret real world case studies.
Build advanced data analysis techniques using clustering, regression and text analysis.

IT 544 - DATA VISUALIZATION AND PREDICTIVE MODELING (3)

The goal of this course is to expose students to visual representation methods and techniques that increase the understanding of complex data. Students will learn how to take raw data, extract meaningful information, use statistical tools, and make visualizations to improve comprehension, communication, and decision making.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSIT/MSITL: IT 540; MSDA: QM 504 and QM 505.

Outcomes
Evaluate the key techniques and theory used in data visualization.
Apply appropriate data visualization methods to different types of data.
Explain how data visualization fits into the predictive analytic process.
Build and evaluate visualization systems.

IT 545 - PROGRAMMING FOR DATA ANALYSIS (3)

This course provides an introduction to a modern programming language that allows statistical queries to be incorporated in programmed data queries. Students will learn basic syntax and techniques and will incorporate that knowledge into statistical programming and reporting.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSIT/MSITL: IT 533; MSDA: IT 501, IT 530, IT 533 and QM 505.

Outcomes
Evaluate programming techniques for performing statistical data analysis.
Choose programming techniques for performing statistical data analysis.
Construct programs and scripts for performing statistical data analysis.
Createbasic statistical models from programming output.
Create data visualization and plots.

IT 546 - DATA MINING & TRANSFORMATION (3)

This course exposes the student to data mining and transformation. The students will learn how to identify different types of data for collection, management and sampling. Students will learn how to assess and understand the different sources of data used in data mining. Students will be exposed to different quantitative and qualitative data types used in solving data mining problems.

Prerequisite: IT 501, IT 530, IT 533, and QM 505.

Outcomes
Contact your instructor for learning outcomes.

IT 547 - DATA STORAGE TECHNOLOGIES (3)

Database storage technologies have transformed into complex systems that support knowledge management and decision support systems. This course takes a look at the foundations of database storage technologies.

Students will learn about database storage architecture; types of database storage systems (legacy, current and emerging); physical data storage; transaction management; database storage APIs; data warehousing, governance and big data systems. The student will tie this all together to see how database storage technologies apply to data analytics.

Prerequisite: IT 501, IT 530, IT 533.

Outcomes
Contact your instructor for learning outcomes.

IT 550 - FUNDAMENTALS OF AUTOMOTIVE CYBERSECURITY (3)

This course provides background on relevant vehicle standards and best practices related to cybersecurity. It also provides an introduction to relevant engineering elements of vehicles and an examination of potential cybersecurity vulnerabilities of those elements. This course culminates with the creation of a penetration test plan for examining cybersecurity vulnerabilities in order to recommend potential remediation of those identified vulnerabilities.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 565.

Outcomes
Examine fundamental vehicle systems & interoperability.
Explore key engineering control concepts utilized in automotive systems.
Investigate cybersecurity concepts applicable to vehicle systems.
Demonstrate programming fundamentals for automotive cybersecurity.
Evaluate legal considerations for automotive cybersecurity.
Demonstrate fundamental electronic investigative concepts.
Analyze basic CAN Bus elements.

IT 551 - PROJECT MANAGEMENT FUNDAMENTALS (3)

This course will provide insights, guidance and best practices on the art and science of project management. The course will examine the foundations of project management as defined by best-in-class experts such as the Project Management Institute. The course will include a review of the various aspects of the project management lifecycle and knowledge areas and use resources such as the Project Management Body of Knowledge (PMBOK), course textbook, and case studies to support our discussions. The class will learn to apply project management techniques and skills through project team and individual activities in the preparation of project management plans covering various topics. The course will also introduce project management career paths and provide a basic introduction to alternate project management models such as agile project management.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSIT, MSITL, MBASTEM/ITL and GPM certificate: None. BSIT: COM 320, IT 201, IT 202, IT 203, and IT 204.

Outcomes

Understand project management domains, knowledge areas, processes, tools and techniques developed by the Project Management Institute.
Analyze project management life cycle processes and knowledge areas and apply that knowledge in preparation of individual and team project deliverables.
Develop a team project management plan focused on managing a project throughout its life cycle.
Understand and apply the Project Management Institute's Code of Ethics and Professional Responsibility to various project management scenarios.
Develop interpersonal skills such as communication, conflict management, leadership, and team building while building a team project.
Evaluate and compare alternative project management models such as Agile Project Management.

IT 552 - PROJECT PROGRAM AND PORTFOLIO MANAGEMENT (3)

The course will build on project and portfolio fundamentals to explore two areas in more detail: Communication and Financial Management. This course will take an in-depth look at technology focused financial management and communication techniques and best practices including the preparation and interpretation of financial statement and records, communication with stakeholders, vendor management, and team facilitation. This course will also review the processes and deliverables involved in the financial management of technology efforts throughout its lifecycle from initiation to decommission including cost estimation, budgeting,and cost monitoring and control.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: GR: IT 551 (may be taken concurrently.) UG: COM 320 and IT 551.

Outcomes

Describe the importance of effective program and portfolio management.
Identify Program and Portfolio processes and/or best practices required for organizational success.
Determine how to drive the strategy of the organization by enhancing the delivery capabilities of interrelated components.
Define the different process groups and knowledge areas constituted in portfolio management.
Create and present a model, methodology, and tools for creating and managing a balanced portfolio.
Implement key metrics to monitor and manage portfolio performance.
Develop a portfolio and integrate it with a strategy.

IT 553 - PRODUCT PROGRAM AND PORTFOLIO MANAGEMENT (3)

Organizations are continually competing for market share through the development and delivery of innovative products and services. This course will review the four phases of product and program management including: preparing, starting, progressing, and achieving. This course will also review the skills of product and program managers which include facilitation and leadership, project management, business and financial analysis, and the integration of various functions drawn from internal and external resources. The design and delivery of innovative products is key to business success and this course will also review the framework for managing innovation within an organization.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: GR: IT 551 (may be taken concurrently.) UG: COM 320 and IT 551.

Outcomes
Analyze product development and portfolio management strategies and explain how companies use unique products and services to compete.
Apply knowledge and skills to help organizations to use portfolio management effectively to manage the development of new and innovative products.
Explain and illustrate methods used to manage the product lifecycle.

IT 554 - AGILE PROJECT MANAGEMENT (3)

This course will provide insights, guidance and best practices on the art and science of agile project management. It will examine the basic principles and mindset behind managing agile projects. Agile has revolutionized the way teams approach software development and project management, but with dozens of agile approaches to choose from, the decision to "go agile" can be tricky. This course helps sort it all out by - defining the various agile approaches, tools and techniques, as well as focusing on changing the team's mindset and "think agile". The PMI-ACP Exam Prep book outlines this material by breaking it down into seven domains, as well as the agile tools techniques (TTs) and knowledge skills (KSs).

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 551 (may be taken concurrently.).

Outcomes
Interpret the purpose behind the agile approach's core values, principles and mindset.
Create business value maximization, which includes prioritization, incremental delivery, testing and validation.
Create a shared vision with stakeholders, including collaboration, communication, and interpersonal skills.
Build high performance teams, including formation, empowerment, collaborative spaces and performance tracking.
Support adaptive planning, value-based analysis and decomposition, and release and iteration planning.
Implement agile practices used to prevent, identify, and resolve threats and issues.
Plan on continuous improvement in the areas of product, process, and people.

IT 555 - GLOBAL PROJECT LEADERSHIP (3)

With the increasing trend for outsourcing, offshoring and globalization, many organizations are taking advantage of geographically distributed skills, round-the-clock operations and virtual teams. Since the organization structures and project management methodologies are not adapted to a multicultural environment, many companies struggle to obtain acceptable levels of efficiency and quality from global projects. This course provides a comprehensive framework of good practices on global project management; it is primarily directed at project managers, program managers, and project office members involved in the preparation and application of project management methodologies in global environments. It also demonstrates the main challenges faced by global project managers and define ways to apply tools, techniques and best practices to improve productivity, increase the quality of deliverables, and provide recommendations for smooth communication with people located

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 551.

Outcomes
Examine the characteristics of a global project environment including the challenges of managing and leading as part of an overall business strategy.
Plan and organize global projects effectively to a successful conclusion.
Describe the key skills required to communicate successfully within a global environment.
Formulate virtual resources and teams to work together synergistically to accomplish objectives.
Describe the key components of executing a global project effectively.

IT 556 - MACHINE LEARNING (3)

Students will obtain the ability to build both supervised and unsupervised machine learning models. In constructing such models, students shall develop a variety of 'art and practice' skills such as: use of Git and

GitHub; use of Jupyter notebooks, and how to leverage multiprocessing with multiple cores on their own computer. Students will also enhance existing skills learned in IT540 including data acquisition, data cleaning, data imputation, data exploration and visualization, hyperparameter estimation, cross validation, modeling and others. These skills will be developed through text readings, significant 'hands-on' execution of provided Jupyter notebooks using the Python language, and development of end-to-end modeling projects. Additional readings and videos may be assigned by the instructor.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 533 and IT 545.

IT 565 - CYBERSECURITY FOR LEADERSHIP (3)

An exploration of the components of a comprehensive information systems security plan including such critical areas as planning and administration of security, the security program, access control and network security measures, Internet and e-commerce security issues, physical protection of computing facilities, and the legal and regulatory aspects of information security. Students will learn how to protect an organization from computer crime and potentially malicious behavior, and to ensure confidentiality, availability and data integrity through several hands-on case studies. Students will review the ten domains ISC2.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: None.

Outcomes
Examine the foundations of information security as organized by the ten ISC2 knowledge domains.
Evaluate the design and implementation of layered security focused on defense in depth.
Analyze security vulnerabilities, threats and failures and identify specific principles that were violated.
Compare and contrast the outcomes of applying security principles in a given scenario.
Assess the interaction between security principles and system usability.
Develop security policies and standards.
Apply tools and techniques in building an effective security infrastructure.

IT 566 - SECURITY PROGRAM MANAGEMENT (3)

It is important that security is viewed as an integral part of all aspects of the business. To that end, this course will review the strategies and processes needed to build an overall security program and infrastructure to protect the business assess. This course will emphasize the need for policy development and related practices, procedures, monitoring strategies and enforcement. Metrics are an essential part of measuring the ability of an organization to meet its goals and IT security metrics will be reviewed and evaluated in detail in this course.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: IT 565.

Outcomes
Analyze a rational for developing a tailored IT security program that utilizes the elements of security governance as a basis.
Summarize the importance of security governance in building, implementing, and maintaining an IT security program for businesses and organizations in today's rapidly changing technological environment.
Examine traditional and emerging IT security threats and issues.
Distinguish the importance of utilizing security metrics in managing an IT security program.
Create an IT security program document utilizing strategic methodologies to help ensure gaps are addressed and best practices are applied.

IT 567 - BUSINESS CONTINUITY, RESILIENCE, AND CRISIS MANAGEMENT (3)

Information security systems are only as good as their weakest link. The threats facing an organization can come from malicious attacks, mistakes, and acts of nature. As the dependence on technology grows, the need for planning on how an organization can recover quickly from interruptions is an essential role for technology leaders. This course will focus on the processes, tools and techniques needed to provide for business

continuity and recovery in the event of an outage. It is important that technology leaders prepare for these types of interruptions and build resilience and redundancy into their systems. This course will review the various methods to achieve a resilient security posture. Lastly, when a crisis occurs the first reaction is often chaos. This course will introduce students to the fundamentals of crisis management to assist the organization in an organized, thoughtful and well-prepared response to unexpected events which includes ensuring the safety and security of employees and communications with the external environment.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MBA: IT 520. MBASTEM/ITL and MSITL: IT 565.

Outcomes

Define and explain key terms in assessing risks to the integrity and availability of organizational assets.
Evaluate the required level of business continuity and disaster recovery (BC/DR) preparedness based on organizational needs.
Develop a Business Impact Analysis (BIA) assessment that defines current state, future state and a gap analysis.
Identify and secure mission-critical data stores, information systems and network; and develop a long-range BC/DR strategy.
Design and implement technology recovery plans and keep them current.
Describe government and industry regulations related to BC/DR preparedness.
Develop a plan for and manage systems, networks, processes, and people for an organized and prompt response to various disruptions and disasters.

IT 575 - NETWORK AND ENTERPRISE ARCHITECTURE (3)

This course will provide a management focus on insights, guidance, and best practices on the role of enterprise architecture and integration in building an effective technology infrastructure. The strategies that are involved in integrating multiple platforms, processes applications, domains, and technology tools will be discussed. The importance of understanding the business requirements will be presented along with tools and techniques to accurately collect and define those requirements. The use of Business Process Modeling (BPM) techniques will be presented as a method of designing and documenting an integrated technology architecture and management strategy.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: MSITL: IT 501 (may be taken concurrently); MBASTEM/ITL: None.

Outcomes

Examine the role of enterprise architecture and integration and articulate its importance in establishing an effective technology infrastructure that supports business goals and strategies.
Apply modeling tools and techniques to document business requirements, network and technical architecture, applications, processes and other information related to achieving enterprise integration goals.
Determine the impact of enterprise architecture and integration on business decisions and strategy.
Demonstrate a working knowledge of tools and techniques such as specifications and modeling as it pertains to enterprise architecture.
Document and differentiate between enterprise architecture in its current state and desired future state.

IT 590 - INTERNSHIP IN INFORMATION TECHNOLOGY (3)

For this elective course, the student must secure an internship opportunity in the field of information technology. The duration of the internship must be at least the duration of the semester in which the student is enrolled. The course includes periodic reports detailing both the tasks completed by the student and the learning outcomes addressed by the tasks. Contributions by the intern are evaluated by employer supervisors and reported to the instructor, with additional communication if necessary.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: Students must have written permission of the department chair.

Outcomes
Contact your instructor for learning outcomes.

IT 599 - CAPSTONE (3)

The Capstone Project provides the opportunity for integrating program learning within a project framework. Each student identifies or defines a professionally relevant need to be addressed that represents an opportunity to assimilate, integrate, or extend learning derived through the program. The student will work with the Capstone Project Advisor to develop a proposal. After review and approval by the Capstone Project Advisor, the student is authorized to complete the project. The student presents the completed project at a Capstone Fair at the end of the semester.

Distribution: INFORMATION TECHNOLOGY. Prerequisite: Students must have 30 credit hours in the MSIT program.

Outcomes
Contact your instructor for learning outcomes.

MGT - Management

MGT 201 - PRINCIPLES OF MANAGEMENT (3)

This course introduces the fundamental principles of management and traces its development from classical beginnings to its present concepts and styles. Students discuss current management practices and future trends, and review applicability of management skills to all businesses and professions.

Distribution: MANAGEMENT. Prerequisite: None.

Outcomes
Articulate the ways in which the history of management theories provides a reference for today's workforce, including management styles and methods for motivating workers.
Differentiate among the primary functions and responsibilities of management, including carrying out strategic plans, decision making, and teamwork.
Articulate the importance of applying Human Resource strategies to a diverse workforce, globalization, and communication.
Apply systems thinking to continuous change, total quality improvement, operations management and production.
List types of organizations and managerial processes applicable to each.
Differentiate between the characteristics and responsibilities of a manager and that of a leader.
Articulate the correlation between leadership, ethics, corporate responsibility and trust.

MGT 303 - BEHAVIORAL MANAGEMENT (3)

This course explores individual and group workplace behavior in a dynamic and rapidly changing environment. Students analyze the cause and effect of behavior and interrelationships between people in their roles within organizational settings. Students also discuss strategies for effective relationships and productive responses to change.

Distribution: MANAGEMENT. Prerequisite: MGT 201.

Outcomes

Examine the fundamental principles of organizational behaviors and its impact on people, processes, and interrelationships.
Define organizational behavior and identify the variables associated with its study.
Apply the study of perception and attribution to the workplace.
Discuss the influence of culture on organizational behavior.
Analyze the nature of conflict and the negotiation process.
Compare and contrast best practices for creating and sustaining organizational cultures.
Weigh the causes and effects resulting from organizational changes.

MGT 315 - SUSTAINABILITY AND INNOVATION (3)

Designed to address the growing need and increasing demand to implement sustainability practices within an organization, this course will give an overview of this rapidly growing global challenge by identifying, informing, defining and providing a practical framework in linking knowledge with action for the corporate manager. An analysis of companies operating within the public vs. private sphere, government regulations, securities oversight and investment, community and social needs and implications as well as risk concerns will be addressed. The course will also cover ever evolving technology touchpoints in informing and measuring sustainable performance as well as the future of sustainability.

Distribution: MANAGEMENT. Prerequisite: None.

MGT 402 - BUSINESS ETHICS AND LEGAL ISSUES (3)

This course examines the principles of ethical leadership in today's highly interconnected global economy. Students will address the theoretical and practical issues that face organizations and leaders today as they work to address issues of organization, citizenship, and global sustainability. This course also explores the legal environment of business, specifically addressing the issues most critical for small business management and success.

Distribution: MANAGEMENT. Prerequisite: None.

Outcomes

Explain the leadership skills and concepts that underlie ethical behavior.
Apply specific leadership principles to address organizational challenges.
Apply the legal principles necessary to daily business activities to ensure proper and ethical operations.
Analyze the conditions surrounding ethical decision-making in business used by effective managers.
Determine the appropriate corporate form and governance rules for an organization.
Evaluate legal regulations to ascertain their impact on business activities and management.

MGT 403 - INTRODUCTION TO FINANCIAL MANAGEMENT (3)

This course provides an overview of the nature and scope of organizational financial management. Students will explore the accounting process to provide the foundation for creating financial statements. In addition, students will gain knowledge of the variety of financial concepts used for analysis, planning and decision-making. Topics include an overview of capital budgeting; cost of capital; financial planning and forecasting; and working capital management.

Distribution: MANAGEMENT. Prerequisite: ACC 100.

Outcomes
Recall day-to-day accounting practices and show how they are used to develop financial statements and reports.
Identify the primary financial statements generated by companies and the key information each statement presents to the user.
Calculate key financial ratios and use them to identify financial strengths and weaknesses.
Discuss basic methods of debt and equity financing and its implications on financial management and budgeting.
Evaluate different forms of business organizations and the benefits of each.
Calculate the Time Value of Money (TVM) and apply it to make sound business decisions.
Develop and analyze cash budgets and financial forecasts to help ensure financial stability of organizations.
Evaluate working capital funding options and how it impacts capital budgeting decisions.

MGT 404 - HUMAN RESOURCE MANAGEMENT (3)

This course examines the managing and interrelating of people within an organization. Students discuss the process of selecting people to meet job requirements; responsibility for improving both the capabilities of people to perform their roles and their responsiveness to the needs of the organization; and how to develop efficient managers.

Distribution: MANAGEMENT. Prerequisite: MGT 201.

Outcomes
Recognize the changing nature of Human Resource management.
Recognize organizational staffing issues.
List and explain various learning principles and approaches.
Explain employee performance measurement techniques.
Analyze various compensation strategies and practices.
Explain principles of employee and labor relations such as health, safety and security, rights and discrimination issues.
Recognize Human Resource Management as a profession.
Identify the roles of Human Resource Management.
Identify ethical issues and professionalism of Human Resource Management.

MGT 405 - MANAGEMENT AND LABOR RELATIONS (3)

This course examines the framework of management and labor relations. Students review the collective bargaining process; key issues in management; labor relations; negotiation of the management-union contract; and performance issues.

Distribution: MANAGEMENT. Prerequisite: MGT 404.

Outcomes
Research current and historical Labor Relations.
Demonstrate an understanding of basic labor relations concepts.
Explain the ethical issues involved in bargaining behavior.
Identify the disciplines expected of Management and Union representatives.
Identify key issues currently facing Union membership.
Identify key issues currently facing Management.
Promote student participation.
Identify current constraints of unionization efforts.

MGT 406 - SMALL BUSINESS LEGAL AND TAX ISSUES (3)

This course is a study of various legal and tax issues faced by small business owners with emphasis on certain regulatory and compliance requirements that are imposed by government agencies at the federal, state, and

local level. Students will become familiar with those legal and tax requirements in order to successfully comply with them as they plan to organize and operate their small business.

Distribution: MANAGEMENT. Prerequisite: None.

Outcomes

Explain the requirements of legal and tax regulation on business formation and operation.
Compare the differences in types of business organizations available for entrepreneurs.
Evaluate the effects of government regulation on agency and employment relationships, employment discrimination, and consumer and environmental business practices.

MGT 410 - PRODUCTION AND OPERATIONS MANAGEMENT (3)

In this course, students will become familiar with the tools used by the production and operations functions within a business. Students apply the systems approach to understanding various sub-functions of the production system, including interrelationships among the subsystems. Students review production concepts and productivity management, plus related topics such as production planning; process planning; capacity planning; facility planning; material requirement planning; inventory control work; quality control; and maintenance.

Distribution: MANAGEMENT. Prerequisite: MGT 303 and QM 301.

Outcomes

Discuss the core conversion processes of an organization, and the strategic, tactical, and operational decisions these processes require.
Employ the techniques used to manage the various resources in the production environment.
Compare and contrast the tools and techniques used to assure the quality of production inputs, processes, and outputs.
Summarize the technologies having the greatest impact on the production and operations processes of the organization.

MGT 453 - ORGANIZATIONAL LEADERSHIP (3)

This course explores the leadership of modern organizations. Students assess historical and contemporary theories of leadership, and the relationships between the leaders and followers within an organization. Students also discuss the effectiveness of various leadership styles, as well as a leader146s impact on organizational structure; culture; decision-making processes; communications; and goal attainment.

Distribution: MANAGEMENT. Prerequisite: COM 320 and MGT 303.

Outcomes
Define "leadership" and articulate its importance in today's organizations.
Distinguish the difference between management and leadership.
Evaluate the historical approaches to leadership and appreciate the ways they have helped shape the current theories and approaches to leadership today.
Compare the traits and characteristics of contemporary leaders including the personality traits, values, ethics, and emotional intelligence levels that contribute to a leader's effectiveness or their demise.
Appraise the dynamic factors that impact the interactions between a leader and their followers and the situational context.
Evaluate the communication, listening, motivation, and influence skills that today's leaders most need to develop.
Assess a leader's role in creating and maintaining an effective organizational vision, strategy, culture, and structure.
Summarize the ways that contemporary leaders can effectively manage the complex issues that face modern organizations such as teamwork, diversity, and ethical dilemmas.
Reflectively apply tools and techniques to help students develop their own leadership potential, traits, and skills.

MGT 454 - PROJECT MANAGEMENT (3)

The success of an organization can be aided by the application of strong project management practices. This course will introduce the theories of project management, the project management lifecycle, and the practical tools and techniques that help to manage a project from its initiation to its close. A strong focus on communication and project control will be emphasized. Concepts can be applied to existing organizations as well as to entrepreneurial initiatives.

Distribution: MANAGEMENT. Prerequisite: COM 320.

Outcomes
Differentiate among the five phases of the project management life cycle.
Articulate the different project activities and deliverables that occur in each life cycle phase.
Identify project stakeholders and the responsibilities of each stakeholder group.
Create key deliverables of the project life cycle, such as a project charter and work breakdown structure.
Articulate the importance of keeping projects within the triple constraints: on time, on budget, and within scope.
Describe the relationship between the change management process and "scope creep."
Demonstrate the ability to apply interpersonal skills such as communication, conflict management, and team building to the project management process.

MGT 455 - GLOBALIZATION AND DIVERSITY (3)

This course is designed to explore and examine the world of work as seen through a multicultural lens. Special emphasis will be placed on the dynamic global changes that have brought about a socially diverse workforce and how the interplay of economics, legislation, politics, and consumerism have created an interconnecting system of cultures and points of view consistently acted out in the 21st century work environment. A theme-dominated approach will be used to synthesize broad topics into manageable content and provide the student with a framework in which to critically analyze each topic area.

Distribution: MANAGEMENT. Prerequisite: None.

Outcomes
Contact your instructor for learning outcomes.

MGT 457 - GLOBAL MANAGEMENT (3)

This course provides for a critical examination, evaluation and discussion of the cultural, political, and

economic issues driving global change. The course also explores the historical forces that have created the connected global environment and the impact that interconnectedness has had on people's lives in the 21st century. Students will investigate and discuss the benefits and challenges of the global issues affecting human beings as well as business sectors throughout the world. A primary goal of this course is to encourage and support students' increased analytical awareness of the evolving forces responsible for global social and economic change and to recognize the complexity of modern global relationships, which transform not only business environments but personal lives as well.

Distribution: MANAGEMENT. Prerequisite: MGT 303.

Outcomes

Explore the origins and evolution of globalization.
Define the critical drivers of globalization in the 21st century.
Analyze the positive and negative implications associated with operating as a global company.
Compare and contrast the management practices of global companies.
Distinguish the primary components and outcomes of an international economy.

MGT 461 - BUSINESS STRATEGY AND POLICY (CAPSTONE) (3)

This capstone course enables the student to apply the tools and analytical skills for planning and controlling the operations of a business. Through the analysis of cases, the student will design strategies, formulate policies, and solve managerial problems. The student will also evaluate corporate missions, objectives, strategies, tactics, policies, and execution while considering the ethical implications of those actions.

Distribution: MANAGEMENT. Prerequisite: BAC and BBA: COM 340, FIN 315, MGT 303, and QM 301. BSAM: COM 320, MGT 303, MGT 403, and MGT 454.

Outcomes

Describe the elements of the strategic management model.
Critically evaluate each element of strategy formulation.
Explain alternative approaches to strategy development.
Analyze factors critical to successful strategy implementation.
Explain the continuous process of formulating, implementing, evaluating and revising strategies needed to remain competitive.
Assess ethical and social responsibilities during strategy planning and execution.

MGT 462 - DIVERSITY AND INCLUSION (3)

This course is designed to explore and examine the world of work as seen through a multicultural lens. Special emphasis will be placed on the forces of change that have created a dynamic, multicultural, and socially diverse workforce. In addition, an exploration of how the interplay of economics, legislation, politics, consumerism and organizational complexity have created not only opportunities but also challenges for the equitable treatment of all employees. A theme-dominated approach will be used to synthesize broad topics into manageable content and provide the student with a framework in which to critically analyze each topic area.

Distribution: MANAGEMENT. Prerequisite: MGT 303.

Outcomes
Evaluate strategies to communicate more effectively with a diverse workplace.
Assess personal attitudes, values, beliefs, and biases related to workplace diversity.
Determine how membership in a diverse population impacts experiences and perspectives.
Assess the impact of historical and societal events impact on workplace diversity.
Propose strategies to ensure team and organizational inclusivity.

MGT 463 - MANAGING TECHNOLOGY AS A STRATEGIC RESOURCE (3)

Building on students' knowledge of the role of information technology in modern business, this course will explore the management of technology as a strategic resource. In the 21st century, managers must be able to identify business trends, scan the horizon for new technologies, and analyze the implications of that technology - positive and negative - on the organization. As a result, to be effective managers must be able to not only select and employ the most effective technology solutions to increase organizational efficiency and effectiveness but also to create a culture of innovation to foster intrapreneurship within the organization. Students will become conversant in the language of business technology and demonstrate their ability to analyze and develop strategies for business success through the application of emerging technologies.

Distribution: MANAGEMENT. Prerequisite: IT 335 and MGT 303.

Outcomes
Contact your instructor for learning outcomes.

MGT 464 - STRATEGIC MANAGEMENT FOR SMALL BUSINESS (3)

In this course, students learn to think about businesses as entities within a larger context. This context is critical as an organization must effectively interact with and continuously adapt to both the competition and the environment. Students will develop an understanding of the value of clearly defining a business, positioning it appropriately within its context, and equipping it so that it can thrive into the future. Students will use this knowledge to construct a strategic plan for their own or another small business.

Distribution: MANAGEMENT. Prerequisite: COM 320, MGT 402, MGT 403 and MGT 404.

Outcomes
Contact your instructor for learning outcomes.

MGT 465 - SUPPLY CHAIN MANAGEMENT (3)

Supply chain management is the strategic and systemic coordination of the business functions that support organizational operations. With a focus on improving organizational performance over the long-term, organizations must manage all of the critical functions involved including inventory management, warehousing, distribution, facility location and communication across the chain. This course focuses on management and improvement of supply chain processes and performance. Students will explore techniques to analyze various aspects of the flow of products and materials upstream and downstream.

Distribution: MANAGEMENT. Prerequisite: BSAM: COM 320 and MGT 403. BBA: COM 320 and QM 301.

Outcomes
Explain, both orally and written, issues related to effective and efficient management of the entire supply chain.
Describe problems related to the supply chain at the local, national, and global levels.
Analyze core elements of the logistics and supply chain processes that produce organizational outputs.
Propose improvements to increase the effectiveness of organizational operations and its strategic partners.

MGT 471 - SMALL BUSINESS MANAGEMENT (3)

This course focuses on the general concepts of small business. Students examine credit practices,

franchising, location, inventory, and other topics particularly crucial in a small business setting. The case method approach is emphasized in this course.

Distribution: MANAGEMENT. Prerequisite: MGT 303.

Outcomes

Articulate the importance and role of the small business in today's economy.
Differentiate between the small business owner and the entrepreneur, including characteristics and intended outcomes.
Examine the issues that potential small business owners must consider.
Compare forms of small business and entrepreneurial ventures along with potential sources of funding.
Carry out research to develop a feasibility analysis on a new business startup.
Develop a viable business plan with practical applications, from a marketing, financial and operational viewpoint.
Complete a strategic management plan that will guide your efforts at managing a successful small business.

MGT 483 - DIRECTED STUDY IN MANAGEMENT (3)

This course is designed to allow the student an opportunity to investigate a management topic not otherwise studied in the curriculum. The directed study can be approved for one, two or three semester hours of credit. Students must initiate the request to pursue a directed study through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study and/or internship courses toward graduation requirements.

Distribution: MANAGEMENT. Prerequisite: Students must have written permission of the department chair.

Outcomes

Contact your instructor for learning outcomes.

MGT 488 - MANAGEMENT INTERNSHIP (3)

This course provides the student with an opportunity to further develop their practical knowledge of management (marketing). Students will conduct an internship for credit and up to 40 hours of weekly work assignments. BBA- Management students are allowed a maximum of nine credit hours in internship courses toward graduation requirements.

Distribution: MANAGEMENT. Prerequisite: MGT 303; Students must have written permission of the department chair and a minimum GPA of 3.000.

Outcomes

Contact your instructor for learning outcomes.

MGT 502 - FOUNDATIONS FOR BUSINESS SUCCESS (3)

This course is required for non-business undergraduate applicants entering Walsh ACBSP accredited graduate programs. This self-paced, fully online course is organized around eleven different business topic areas and is designed to provide students with broad exposure to the fundamental business concepts across a wide variety of business disciplines. In this course, students will gain a comprehensive understanding of the core business theories and practices necessary for success in their graduate business studies. Students are able to proceed at their own pace through the course modules as they seek mastery of each topic area.

Distribution: MANAGEMENT. Prerequisite: None.

Outcomes

Analyze the challenges managers face within current organizational environments, distinguish among the roles and functions of a manager in today's modern organization; differentiate between project management, operational management, and HR Management, and articulate the need to follow human resource best practices and the law.
Apply principles of information technology to the modern organization and the management of organizational knowledge.
Demonstrate understanding of the development of company policies and strategies.
Appraise the fundamental principles of marketing and branding and apply those principles in a business context.
Demonstrate knowledge of the basic accounting principles and create accounting transactions that lead up to financial statement preparation.
Demonstrate understanding of the basic financial concepts of risk/return, time value of money and allocation of scarce resources.
Analyze and design business decision-making models based on micro and macro business and economic environments and issues.
Discuss and apply principles of ethical leadership in an interconnected global economy.
Identify and assess the fundamental principles of business law with emphasis on areas including professional ethics, contracts, property, environmental protection, commercial transactions, employment and internet law.
Identify the fundamental descriptive statistics measurements and the role that each measurement plays to statistically analyze data; and differentiate data categories and measurement scales.
Articulate the importance of understanding the global economic, social, political, cultural, and legal environment; including importing/exporting; joint venture, and international dimensions of management.

MGT 546 - ORGANIZATIONS AS COMPLEX ADAPTIVE SYSTEMS (3)

This course lays the foundation for the strategic management of organizations by briefly surveying the literature in organizational theory to develop a deeper understanding of what organizations are and how they adapt their internal environment and actions to interact successfully with their external environment. Systems theory, specifically the theories of complex adaptive systems and autopoietic systems, are used to explicate the characteristics of organizations as dynamic learning systems, and contingency theory is used to explain the organization's need for feedback-oriented action learning. This understanding of organizations then informs a robust overview and critique of contemporary strategic management theories and practices. This course serves both MSIT students and MSM-SM students: Using the concepts of the course as context, MSIT students will complete a simulation project to develop basic system dynamics understanding and skills. MSM-SM students will complete a case study u

Distribution: MANAGEMENT. Prerequisite: MGT 600.

Outcomes

Evaluate the usefulness of major organizational theories for the strategic management of contemporary organizations.
Compose a theory of organization drawn from complex adaptive systems theory that recognizes the complexity of the environment and the requisite complexity and adaptation of the organization.
Critique traditional approaches to and processes of strategic management.
Propose strategic management practices consistent with a complexity perspective.

MGT 547 - STRATEGIC MANAGEMENT OF HUMAN, STRUCTURAL, AND RELATIONSHIP CAPITAL (3)

This course develops a framework for the strategic management of intangible assets as a most efficacious resource in today's knowledge-intensive organizations. The evolution of economic orders through history is traced briefly, the forces propelling progress are identified, and the dominant management approaches in each age are compared. The unique dynamics of the knowledge age are explained to make the case for an approach to strategic management that builds human, structural, and relationship capital, while increasing the organization's capacity to adapt and reinvent itself. The alignment of new strategies and structures are

discussed, including the strategic use of information systems throughout the organization as a means of increasing participation, facilitating learning, and developing the organization's intangible assets. Short case studies will be used to help students move from theory toward application in the course.

Distribution: MANAGEMENT. Prerequisite: MGT 600.

Outcomes

Differentiate among past and present socioeconomic eras and the strategic use of resources in each.
Argue the importance of the management and development of the intangible assets of the contemporary organization.
Design a rubric for evaluating the human capital of the organization.
Design a rubric for evaluating the structural capital of the organization.
Design a rubric for evaluating the relationship capital of the organization.
Recommend improvements for managing and developing its human, structural, and relationship capital of an organization.

MGT 548 - STRATEGIC MANAGEMENT OF KNOWLEDGE AND INNOVATION (3)

This course studies the strategic management of cognition, the creation and use of knowledge for competitive advantage, and organizational practices that foster innovation. The implications of the dispersed nature of knowledge within organizations and society and the bounded rationality of top managers are examined. Leaders and managers are identified at all levels of the organization, and an apologetic is given for their indispensable role in strategic management. A dynamic and iterative model of continuous strategic management driven by managerial cognition, decision making, and feedback through information systems is presented. Techniques for improving mental models and cognition are discussed. Current uses of information systems for knowledge management are reviewed. The contemporary literature on innovation theory is surveyed, and the course concludes with a series of short case studies on successful organizational practices that facilitate innovation.

Distribution: MANAGEMENT. Prerequisite: MGT 547.

Outcomes

Evaluate the major modern theories of organizational knowledge in terms of their practical implications for strategically managing the organization.
Evaluate contemporary theories and practices of organizational innovation for their contribution to competitive advantage.
Create an integrated theory of organizational knowledge and innovation that fully leverages the intangible assets of the organization and supports the ongoing pursuit of competitive advantage.

MGT 555 - GLOBAL HUMAN RESOURCES MANAGEMENT (3)

This course establishes a solid foundation for the overall human resource function. In addition, this course builds skills needed to effectively respond to people issues in daily business practice. The goal is a deep understanding of the importance of attracting and retaining competent and engaged individuals critical for organizational success.

Distribution: MANAGEMENT. Prerequisite: GR: MGT 502. UG: MGT 201.

Outcomes

Explain the research conducted by the Society for Human Resource Management and how this research drives success in the field.
Demonstrate the in-depth knowledge necessary to assess, design, manage, implement, and evaluate appropriate workplace practices.
Design and conduct an HR audit aligned with an organization's goals, values, and tactics.
Demonstrate the practical skills necessary to assess, design, manage, implement, and evaluate human resource strategy so that organizations can achieve a sustainable competitive advantage in a global environment.
Defend the recommendations of an HR audit to enhance organizational strategy and meet objectives including HR metrics and measurement.
Analyze the challenges and principles of strategic human resource management in a global environment.
Examine current issues related to workforce planning and talent management: Selection and development, Employment law, Compensation and benefits, Job analysis and design, Health and safety, Employee and labor relations; As well as topics related to corporate social responsibility and ethical decision making such as: outsourcing and offshoring, mergers and acquisitions, downsizing and rightsizing, workplace bias, diversity, equity, and inclusion.

MGT 558 - BUILDING A LEARNING CULTURE (3)

Assessing employee and training strategies from a management perspective are explored in this course. Students focus on the development of an organization training strategy through innovation, needs analysis, training design, and program evaluation. The course also surveys training methodologies, instructional design, and e-training and related technologies for effective management of programs.

Distribution: MANAGEMENT. Prerequisite: MGT 555.

Outcomes

Describe the research conducted by the Society for Human Resource Management and how this research drives success in the field.
Design a Learning and Development Project aligned with an organization's goals, values, and tactics.
Develop a Personal Development Plan that focuses on the pursuit and continuous development of a career in human resource management.
Analyze the challenges and principles of strategic employee development and training in a global environment.
Examine current issues related to employee development, training, and building a learning community: Linking learning and development to organizational strategy, Onboarding and reboarding (performance management, career planning, succession plans), Needs assessment, Designing and delivering a learning and development initiative, Technology in training delivery, Evaluating learning and development outcomes; As well as topics related to corporate social responsibility and ethical decision making such as: outsourcing and offshoring; mergers and acquisitions; downsizing and rightsizing, workplace bias, high potentials, diversity, equity, and inclusion.

MGT 562 - STRATEGIC GLOBAL HUMAN RESOURCES MANAGEMENT (3)

This course develops a framework for the strategic knowledge-intensive organizations. The evolution of dominant management approaches is discussed with a focus on the unique dynamics of learning and decision making in a complex world. Strategic management that builds human and relationship capital while increasing the organization's capacity to adapt and reinvent itself will be explored. The semester long project is a Human Resource Strategic Plan aligned with an organization's environment, goals, values, and tactics.

Distribution: MANAGEMENT. Prerequisite: MGT 555.

MGT 583 - DIRECTED STUDY IN MANAGEMENT (3)

This course is designed to allow the student an opportunity to investigate a management topic not otherwise studied in their curriculum. The directed study can be approved for one, two or three semester hours of credit

pending approval by the program director or the department chair. Students must initiate the request to pursue a directed study through their academic advisor.

Distribution: MANAGEMENT. Prerequisite: Students must have written permission of the department chair.

Outcomes
Contact your instructor for learning outcomes.

MGT 588 - MANAGEMENT INTERNSHIP (3)

This elective course gives students who have secured management internships the opportunity to earn credit. The student must be employed in a part-time or full-time management position. Students will be required to prepare a comprehensive written report or project; maintain a daily activity log and submit a supervisor /intern evaluation of the learning process. Management internships can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

Distribution: MANAGEMENT. Prerequisite: Students must have written permission of the department chair.

Outcomes
Analyze and evaluate an approved advanced topic not specifically covered elsewhere within the current curriculum.
Synthesize the topic's critical elements through extensive research.
Integrate the topic's specific information with the larger disciplinary concepts and theories covered across the standard curriculum.
Demonstrate a disciplined approach to acquiring, interpreting, and applying information on the selected topic.

MGT 595 - STUDY ABROAD (3)

The Walsh College Study Abroad course offers students an opportunity to study and travel in countries around the world. Students are able to experience new cultures in a unique learning environment. Destinations and course specifics will vary.

Distribution: MANAGEMENT. Prerequisite: Students must have written permission of the department chair.

Outcomes
Contact your instructor for learning outcomes.

MGT 600 - LEADING A RESILIENT & DIVERSE WORKFORCE (3)

This course explores the knowledge and skills necessary for leading and managing organizations. Expanding from foundational understandings of individual and group behavior, students will analyze the components of effective leadership. Applying a systems-based perspective, students will also investigate their own leadership potential as they evaluate the functions, roles, methodologies, and skills involved in leading and managing contemporary organizations.

Distribution: MANAGEMENT. Prerequisite: GR: MGT 502. UG: COM 320 and MGT 303.

Outcomes
Evaluate the differences between individual and group behavior as a foundation for understanding basic human behavior.
Compare and contrast the difference between human behavior in and out of an organizational setting.
Summarize the basics of organizational behavior theory including structure, change, culture, communication, and groups and teams.
Evaluate the tools and techniques used for external and internal analysis of organizations.
Compare the principles and concepts found in modern leadership theory.
Adapt leadership theories to an individual's specific organizational context through self-reflective leadership assessments.

MGT 601 - DESIGN THINKING FOR ADAPTIVE PROBLEM SOLVING (3)

The course emphasizes the practice of design thinking to address complex problems. This process involves not only identifying complex problems, creatively articulating the issues and pain points that surround those problems, and then iteratively seeking unique solutions that positively affect the organization and all its stakeholders. Through this process, students gain a deeper understanding of the organization as a complex system, as well as an appreciation for the cultural characteristics that recognizes the contributions of all organizational members.

Distribution: MANAGEMENT. Prerequisite: GR: MGT 502 and MGT 600. UG: COM 320 and MGT 303.

Outcomes
Apply the principles of design thinking to the formulation of research questions, ideation processes and proposal presentations.
Defend the application of the design thinking approach to enhance innovation activities within an organizational setting.
Communicate complex and unstructured problem-solving challenges in unfamiliar domains to a business audience.
Apply the visual communication and storytelling processes associated with design thinking to effectively communicate throughout the new product creation process.

MGT 603 - EVIDENCE-BASED DECISION MAKING (3)

This course examines the social and cognitive processes of leaders in their organizational decision-making roles, including decision diagnosis, selection of action, and implementation. How leaders may shape the designing-making context is explored. When and how to best involve other organizational members in decision-making is also considered. Students will learn approaches to locating, evaluating, and utilizing appropriate research to inform the decision-making process.

Distribution: MANAGEMENT. Prerequisite: GR: MGT 502. UG: COM 320 and QM 301.

Outcomes
Discuss the social and cognitive processes of leaders engaged in decision-making.
Propose appropriate decision-making processes for given contexts and problem situations.
Recommend improvements to given decision-making contexts.
Argue the benefits and drawbacks of various types of participation in decision-making.
Evaluate research inputs into the decision-making process in order to select the appropriate data.

MGT 604 - LEADING ORGANIZATIONAL CHANGE (3)

This course examines the processes that support the evolutionary and revolutionary changes necessary for achieving and maintaining competitive advantage. The activities within the change processes, and the various management and leadership roles needed to perform them, are studied. The various ways in which change and renewal are integrated into the broader organizational processes are explored, as are integral facets of organizational culture and climate. The role of individual and organizational agency and pathways in change is

investigated.

Distribution: MANAGEMENT. Prerequisite: GR: MGT 600. UG: COM 320 and MGT 303.

Outcomes
Differentiate among the various types of organizational change and their applications.
Analyze the essential roles that managers and leaders play in preparing for and executing organizational change.
Discuss how individual and organizational agency and pathways may enhance change processes.
Design processes of organizational change.
Develop a plan for preparing an organization for successful change.

MGT 606 - COMMUNICATION STRATEGIES FOR CONTEMPORARY ORGANIZATIONS (3)

This course explores the communication competencies required of effective leaders in today's organizations. Students expand their knowledge of the core communication skills required to guide an organization's teams, create organizational visions, spearhead change, and engage stakeholders both inside of and external to the organization. Special attention is given to the use of emotional intelligence in communication as a mechanism not only to connect at the human level but also across an organization.

Prerequisite: GR: None. UG: COM 320.

Outcomes
Analyze organizational communication situations using organizational communication theories and concepts.
Assess the impact of organizational structure and culture on organizational communication.
Improve decision-making and conflict-management processes utilized in organizations.

MGT 611 - MANAGING FIRM RESOURCES (3)

This course provides an overview of the nature and scope of organizational resource management. Students will explore the accounting process to provide the foundation for reviewing and analyzing financial statements. In addition, students will gain knowledge of the variety of financial concepts used for analysis, planning and decision-making. Topics include an overview of capital budgeting; financial planning and forecasting; and working capital management. Additional topics will include purchase/ lease decisions. and financing and risk management. Basic tax and legal issues will be reviewed with emphasis on selecting an appropriate entity type. Long-term and short-term debt including interest rate decision will be included as a topic of study.

Prerequisite: MSM: MGT 502 (may be taken concurrently). BSAM: ACC 100.

Outcomes
Evaluate the financial condition of a company.
Determine the appropriate funding and financial sustainability of a business.
Utilize financial and operating leverage effectively.
Demonstrate understanding of capital budgeting techniques.
Develop and apply credit policy.
Understand Lease/Buy decision criteria.

MGT 621 - LEADING DEI CHANGE IN ORGANIZATIONS (3)

This course establishes a solid foundation for the overall leadership of diversity, equity, and inclusion in organizations. In addition, this course builds skills to effectively respond to DEI issues in the daily business practice. The goal is to develop a deep understanding of the importance of measuring and improving DEI goals critical to organization success. Special emphasis will be placed on using critical theory as a lens to identify opportunities for change.

Distribution: MANAGEMENT. Prerequisite: None.

MGT 633 - LEADING PROJECTS, PROGRAMS AND OPERATIONS (3)

This course explores the best practices associated with the leadership and management of complex organization projects, programs and processes. Ensuring the organizational operations are actively planned, monitored, executed and evaluated is a critical element in an organization's overall success. Topics include project planning, managing the people, processes, and resources during execution, and the assessment of results to goals. As a result, this course will contribute to a student's knowledge of organizational complexity as well as the application and integration of leadership skills.

Distribution: MANAGEMENT. Prerequisite: MGT 600.

Outcomes
Evaluate the roles that leaders and managers execute in the project, program, and business operations processes.
Analyze the components necessary to create an effective and efficient project plan.
Build a project-based financial and human capital budget, team structure, communications plan, and evaluation process.
Design a set of student-authored best practices in project and operations management to achieve identified success metrics.
Evaluate strategies for managing project-based teams to ensure that projects are completed on time and on budget.

MGT 685 - STRATEGIC MANAGEMENT OF THE ENTERPRISE (3)

Synthesizing the conceptual knowledge acquired across the program, this capstone course serves as the culmination of the student's graduate studies and provides an opportunity to explore the entire organizational system; the strategic decisions necessary to determine an identity, its competitive advantage, scope, and positioning as well as the organization's placement in the industry, national, and global environments. In addition to sensitizing students to the real-world challenges businesses face at the macro-level, this course also examines the managerial decisions necessary to structure the organization to execute its strategy and the actions and processes needed to align, motive, and lead the human capital charged with implementing organizational change. In an activity-based approach to a contemporary business case, students will demonstrate their ability to assess organizational success in an ambiguous, dynamic, and complex 21st century environment.

Distribution: MANAGEMENT. Prerequisite: MBA: Completion of a minimum of 24 semester credit hours; MBAITECH: Completion of a minimum of 27 semester credit hours; MSOL: MGT 604; Dual MBA/MSF, MBA/MSITL, MBA/MSM: Completion of a minimum of 36 semester credit hours; Dual MBA/MSMKT: Completion of a minimum of 33 semester credit hours.

Outcomes
Deconstruct the individual elements of an organization to assess the functional area 'fit' into the organizational whole.
Evaluate the larger organizational context, examining the local, national, and global systems.
Deconstruct the strategic issues facing an organization utilizing personal reflection and insight.
Produce comprehensive solutions to realign an organization based on its strategy and competitive position in the industry and global environments.
Evaluate the organizational change management process to ensure that management actions lead to effective change implementation.
Design comprehensive strategic recommendations to address the identified current shortcomings and advance the organization in the future.

MGT 700 - DOCTORAL STUDIES SEMINAR (3)

This course will give students the tools to succeed in the doctoral program. Students will gain an

understanding of the doctoral program's goals, structure, and culture including dissertation requirements, human subjects' research requirements, and submission timelines. Strategies for successfully engaging in doctoral learning and building an effective doctoral community will be emphasized. Students will become familiar with doctoral faculty as well as their professional and research expertise. The course will emphasize the importance and value of research in management, leadership, and organizational change.

Distribution: MANAGEMENT. Prerequisite: This course is open to Doctoral Students only.

Outcomes

Describe the contemporary management context.
Effectively research an identified topic, producing a breadth of critical support for a selected position.
Synthesize empirical research to support a selected position.
Create a persuasive, high-quality academic deliverable that includes sufficient seminal and contemporary breadth and depth.
Demonstrate knowledge and comprehension of the major schools of thought, approaches, theories, and methods associated with major research designs.
Interpret the philosophies, concepts, and critical attributes associated with the major research methods and designs identified within the research literature.

MGT 707 - MANAGEMENT AND HUMAN BEHAVIOR IN ORGANIZATIONS (3)

This course traces the evolution of management theory throughout modern history. Students will examine seminal and contemporary theories and apply them towards their understanding of today's global organization and the modern leader. The course will review and critically discuss management theories, developments, and relevant debates that have prevailed throughout the years. Students will broaden their understanding of the modern global organization's environment by deepening their knowledge of the historical and societal influences that have shaped the situations facing contemporary leaders. Students will be prepared to undertake higher level discussions of issues of theory and the development of theory. The course is designed to develop professional knowledge to be used in doctoral and future research and teaching.

Distribution: MANAGEMENT. Prerequisite: MGT 700.

Outcomes

Contextualize the evolution of the discipline and seminal theories.
Synthesize the seminal theories through the detection of underlying themes.
Compare and contrast the drivers of theoretical confluence and divergence across the discipline's history.
Create a persuasive, high-quality academic deliverable that traces the modernization of a selected seminal theory, from inception to the contemporary evidence and/or application.

MGT 709 - SUSTAINABILITY AND ETHICAL BUSINESS PRACTICES (3)

A sustainability strategy, coupled with ethical business practices provides learners with the awareness and tools to become purpose-driven business leaders. This course explores the different element within business models that companies can use to create and drive sustainment and change. The notion that purpose-driven and ethical businesses are particularly well-positioned to tackle the world's biggest problems is themed throughout the course. Students will learn how to influence management and other key stakeholders on the competitive advantages of being a purpose-driven firm within a keen focus on sustainability, and how to integrate ethical practices to position and assist in the transformation of a firm into catalysts for change.

Distribution: MANAGEMENT. Prerequisite: MGT 700.

Outcomes
Analyze sustainability market factors and summarize the effect on the enterprise.
Appraise and examine the influences of a sustainability model affecting the enterprise business plan using measured outcomes.
Assess and integrate a sustainability model into the overall enterprise.
Examine and discriminate the facets of ethical business practices on decision making processes used by the enterprise in culture setting and performance expectations.
Differentiate the nuances of the ethical and unethical business practices within organizations in order to judge, appraise, and predict and design the most effective the strategies for the sustainability.
Assess the importance adhering to Global Reporting Initiative and the Sustainability Accounting Standards Board.
Assimilate and synthesize research to support original work (i.e., journal article).
Construct and author research on the subject of sustainability and ethical business practices in order to differentiate the enterprise's offering as well as consideration and relationship to the ethics of business practices and social responsibility.

MGT 718 - LEADERSHIP THEORY AND HUMAN BEHAVIOR IN COMPLEX ORGANIZATIONAL SYSTEMS (3)

Students will explore the intersection of design and systems thinking to drive an understanding of the actions necessary to create and maintain a fully functional socio-technical organizational system. Using their knowledge of organizations as complex social systems, students will examine both human and organizational elements contributing to today's business environment. This course is grounded in models that help to explain not only the analysis of organizational components, but also the synthesis of those elements into a fully functioning, effective, and efficient organizational system.

Distribution: MANAGEMENT. Prerequisite: MGT 700.

Outcomes
To be determined.

MGT 722 - MANAGING ORGANIZATIONAL DEVELOPMENT AND CHANGE (3)

Designed to expand insights into what makes an organizational system perform well or fall short of the intended goals. This course researches the critical leadership philosophies, attitudes, concepts, techniques, and best practices associated with successful organizational change. As a result, students will learn how to integrate the enterprise functions of the firm to achieve the stated goals.

Distribution: MANAGEMENT. Prerequisite: MGT 700.

Outcomes
To be determined.

MGT 739 - INNOVATION MANAGEMENT AND AGILE ORGANIZATIONAL SYSTEMS (3)

This course explores the use of innovation as a main driving influence in contemporary organizations. The systemic relationships between business cycles and executive planning will be examined through case studies from a wide variety of sectors. Students will learn about the strategies that drive internal innovation with specific attention paid to the fundamentals of creativity, product development and service-based innovations.

Distribution: MANAGEMENT. Prerequisite: MGT 700.

Outcomes
To be determined.

MKT - Marketing

MKT 202 - PRINCIPLES OF MARKETING (3)

This course examines the principles, concepts, and practices of marketing products and/or services in organizations. Students will learn how the marketing mix (i.e., product, price, promotion, and distribution) impacts the achievement of corporate goals and objectives. Students will also assess legal, regulatory, consumer/socioeconomic, internal and external environmental factors; forecasting; and resource availability and utilization considerations in the marketing-management-decision-making processes.

Distribution: MARKETING. Prerequisite: None.

Outcomes
Recognize the relationships and influence of the various elements within the marketing process and the impact/consequences that each represent individually and together in revolving marketing issues associated with businesses, organizations and the world at large.
Identify and effectively relate the four P's of marketing: Product, Price, Place and Promotion.
Identify specific marketing concepts, methods, techniques, strategies and tactics involved with effectively marketing products, services and ideas domestically and globally.
Recognize and take maximum advantage of marketplace opportunities.
Operate in critical thinking in the application of various strategies in resolving real-world marketing related situations.

MKT 307 - MARKETING MANAGEMENT (3)

This course studies market analysis concepts and provides the methods and tools for establishing appropriate information used in effective marketing decision-making. Students will expand their knowledge of basic marketing principles; discuss the tools for marketing problem analysis; and examine strategically oriented cases. Students will learn analysis, planning, and implementation, and will prepare an original marketing plan. Analytical decision-making is emphasized in this course.

Distribution: MARKETING. Prerequisite: MKT 202.

Outcomes
Describe the fundamental principles of marketing and how they can be applied to real-world situations
Demonstrate marketing techniques to identify unmet customer needs and to develop products or services to meet these needs.
Develop a disciplined approach to solving marketing problems and identifying marketing opportunities through critical thinking.
Demonstrate how to write a marketing plan that appropriately presents strategies and tactics for meeting.

MKT 309 - ADVERTISING AND PROMOTION MANAGEMENT (3)

This course examines the role of managing the promotional aspect of the marketing function from the perspective of the executive. Students review the theory of developing a promotional mix based upon consumer behavior and communication. Advertising, sales promotion, public relations, and the management of the total marketing mix will also be explored.

Distribution: MARKETING. Prerequisite: MKT 202.

Outcomes
Demonstrate an understanding of the basic concepts and principals of marketing communications.
Conduct a Situation Analysis (leveraging secondary research; consumer, industry and competitive trends) as it applies to a Marketing Plan.
Distinguish between Business Strategy/Objectives and Marketing/Communications Strategy/Objectives.
Identify a positioning statement, messaging strategy/creative brief and proof points.
Explore and articulate the extensive range of channels through which a customer experiences a brand, and the importance of building strong brands in long-term positive outcomes.
Apply the concepts of integrated marketing communication through the creation of a brand's simplified Integrated Marketing Communication Plan presentation.

MKT 415 - CONSUMER AND BUYER BEHAVIOR (3)

This course addresses the economic, psychological, sociological, and anthropological variables associated with consumer and buyer behavior. Students learn the basic factors influencing consumer behavior; the models used to explain this behavior; and the implications of these marketing concepts and public policy issues. Discussion and analysis of consumer behavior attributes are also explored, including motivation, perceptions, attitudes, beliefs, personality, reference groups, demographics, lifestyle, cultural factors, and others.

Distribution: MARKETING. Prerequisite: MKT 202.

Outcomes
Define who shoppers, buyers, and consumers are.
Recognize traditional retailing, eCommerce, and direct marketing.
Understand decision making, consumption and post-purchase evaluation.
Identify psychological and sociological influences of the purchasing process.
Identify public policy, societal influences and trends of purchasing.
Enhance students' interpersonal skills through participation in team projects.
Enhance students' written and oral communication skills through completion and evaluation of individual assignments.
Perform a PESTLE analysis.
Write a Memorandum with data to support creative ideas.

MKT 420 - APPLIED MARKETING-CANNABIS (3)

The Cannabis industry is rapidly expanding and represents a significant opportunity for brands. This course will explore the cannabis value proposition and evaluate possible marketing strategies to support a viable cannabis business model. Sustainable practices will be analyzed and future trends will be considered.

Prerequisite: MKT 202.

Outcomes
Assess the current Cannabis image and ways to address it utilizing positioning, branding and the value proposition.
Critique Cannabis marketing practices for their implications and sustainability both locally and nationally.
Integrate the Cannabis phenomenon into a viable business system.
Predict future Cannabis trends based on market segmentation, partnerships, and the political climate.

MKT 435 - MARKETING RESEARCH (3)

This course introduces market research concepts and techniques for collection, analysis, and interpretation of data for effective marketing decisions. Students learn problem definition; research design; questionnaire construction; sampling; attitude scaling; and statistical analysis. Students will also evaluate and present their research findings.

Distribution: MARKETING. Prerequisite: MKT 202 and QM 202.

Outcomes
Describe the role of marketing research, its uses, and characteristics.
Summarize survey data findings in a PowerPoint presentation.
Understand the value of marketing research in business, as well as some of the limitations and challenges of marketing research.
Identify the steps in the marketing research process.
Distinguish between secondary, qualitative and quantitative research techniques and data collection methods.
Understand Research Design and Sampling for the class project.
Differentiate between the types of survey collection methods.
Understand basic questionnaire design.
Integrate quality controls in conducting a survey.
Analyze survey data using descriptive analysis.

MKT 445 - E-MARKETING COMMUNICATION (3)

This course surveys the use of the Internet as a global marketing communication tool. Emphasis is on using the Internet and new technology channels to interact with customers, locate marketing and corporate information, as well as to disseminate product and service information. Students will be introduced to marketing techniques using e-mail, discussion groups, and the World Wide Web. The final project is the analysis or construction of a simple Web site.

Distribution: MARKETING. Prerequisite: MKT 202.

Outcomes
Discuss forms of e-marketing in use today.
Identify security, legal, and ethical concerns with respect to e-marketing.
Construct a simple website and identify ways to promote it using e-marketing.

MKT 453 - SOCIAL MEDIA STRATEGIES (3)

Online word of mouth, social search, buzz, and the influence of networks are changing the way businesses market to new and existing customer bases. As marketers, we must be ready to leverage social media and its many benefits to help our organization drive ROI, cut marketing costs, and enhance customer relationships. The focus of this class is on how to utilize social media from marketing, PR, customer, and sales perspectives. Lastly, we'll take a further look at social etiquette, policy, content strategy, tools, metrics, and legal implications.

Distribution: MARKETING. Prerequisite: MKT 202.

Outcomes
Develop social media strategies for online audience growth and engagement.
Evaluate information found within social media tools as it relates to key audiences.
Analyze the legal implications and risks involved with running social media accounts for brands.
Present assessments, judgments, and conclusions about the role of social media metrics in organizational decision making.

MKT 460 - STRATEGIC MARKETING (3)

This capstone course enables students to apply all of the knowledge obtained during the marketing degree process to problems in high-level marketing decision making. Through the analysis of cases, the student will design strategies to address a variety of marketing situations including marketing as a business value creation process, target market selection and positioning, development of integrated marketing programs, creation and cultivation of brand identity, and the establishment of long-term marketing advantages.

Distribution: MARKETING. Prerequisite: MKT 309, MKT 415 and MKT 435.

Outcomes
Analyze key success factors and potential marketing strategies through case discussions.
Construct integrated marketing plans involving market segmentation, targeting, product strategy, pricing, sales strategy, advertising, distribution strategy, and promotion.
Apply strategic analysis and marketing plan development skills through a semester-long marketing simulation exercise.
Synthesize experiences and learning in a written simulation project summary format.

MKT 480 - SPECIAL TOPIC IN MARKETING (3)

Marketing is in a constant state of flux and as such is subject to many external factors. This course explores the emerging issues that challenge the process of marketing across business sectors, geography and demographics. The ability to understand and manage these issues is critical to marketing success.

Distribution: MARKETING. Prerequisite: MKT 202.

Outcomes
Execute event plan based on desired outcomes.
Evaluate destination and venue selection for events.
Develop events program and content to meet the objectives of the organization.
Analyze site planning and safety essentials for events.
Build and develop an events team.
Synthesize promotion and publicity for events.
Monitor budgeting, finances, and procurement for events management.
Construct a guide to manage an event on the day.
Measure success - post-event evaluation and insights.

MKT 483 - DIRECTED STUDY IN MARKETING (3)

This course is designed to allow the student an opportunity to investigate a topic not otherwise studied in the curriculum. The directed study can be approved for one, two, or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study and/or internship courses toward graduation requirements.

Distribution: MARKETING. Prerequisite: Students must have written permission of the department chair.

Outcomes
Analyze and evaluate an approved advanced topic not specifically covered elsewhere within the current curriculum.
Synthesize the topic's critical elements through extensive research.
Demonstrate a disciplined approach to acquiring, interpreting, and applying information on the selected topic.

MKT 484 - TRAVEL & TOURISM (3)

Marketing is in a constant state of flux and as such is subject to many external factors. This course explores the emerging issues that challenge the process of marketing across business sectors, geography and demographics. The ability to understand and manage these issues is critical to marketing success.

Distribution: MARKETING. Prerequisite: MKT 202.

Outcomes
Explain travel and tourism product development principles and the benefits of branding and integrated marketing.
Critique tourism practices for their implications and sustainability both locally and globally.
Integrate the tourism phenomenon into a viable business system.
Predict future travel and tourism trends based on management, market segmentation, partnerships, and international considerations.

MKT 487 - NOT-FOR-PROFIT MARKETING (3)

This course focuses on the necessary skills and effort involved in managing a non-profit organization. Students will develop hands-on experience at the work site under the supervision of the instructor. Scheduled trips to non-profit businesses located in the Detroit metropolitan area are conducted.

Distribution: MARKETING. Prerequisite: MKT 202.

Outcomes
Apply marketing concepts that are unique to non-profit organizations.
Evaluate the service-intensive nature of non-profit program activities.
Analyze how the marketing mix is expanded for services.
Evaluate the role of ethics in non-profit marketing.
Analyze the importance of and explain the process of non-profit marketing plan.
Analyze how target markets can be identified for donors.
Evaluate how shifts in demographics change non-profit marketing.
Analyze non-profit marketing theory in a Case Study in Memo format.
Evaluate how internal and external factors impact the business environment.

MKT 488 - MARKETING INTERNSHIP (3)

This course provides the student with an opportunity to further develop their practical knowledge of management (marketing). Students will conduct an internship for credit and up to 40 hours of weekly work assignments. BBA-Marketing students are allowed a maximum of nine credit hours in internship courses toward graduation requirements.

Distribution: MARKETING. Prerequisite: MKT 202; Students must have written permission of the department chair and a minimum GPA of 3.000.

Outcomes
Participate in marketing-related work projects and contribute to their successful completion.
Support company goals by working collaboratively with work supervisors.
Assess your quality and quantity of work, personal strengths, and areas requiring improvement.

MKT 541 - PUBLIC RELATIONS STRATEGIES (3)

This course involves students examining the role, process, strategy, tactics, and application of public relations from an integrated perspective including the similarities and difference compared to advertising, marketing and journalism. Students will be exposed to the legal, ethical, social responsibility, and professional standards of the field and explore how persuasion, public opinion and crisis communications are influenced in a dynamic, technology driven global society. Students will examine research techniques as a method to systematically gather information about an organization's environment, stakeholders and competitors. Emphasis will be on developing public relation documents including media releases, pitches, and social media communications. Students will work in teams to develop and propose a full public relations program plan for an actual client.

Distribution: MARKETING. Prerequisite: GR: MKT 550. UG: MKT 202.

Outcomes
Compare and contrast the role of public relations and its relationship to marketing, advertising, and other functions of the organization.
Apply methods to manage public relations ethically in the research, planning, implementation, and evaluation of the communications programs of organizations.
Practice the verbal and written activities common to those in marketing, public relations, and corporate communications in order to achieve organizational goals and develop relationships with key publics.
Assess various communications applications, tactics, and technology (social media) to build an organization's reputation and promote its products and services.
Analyze the effectiveness of public relations campaigns and programs through case studies, current issues and events.
Analyze the strategies for ethical communication during organization crisis.
Develop a client public relations program plan.

MKT 542 - CONSUMER INSIGHTS (3)

This course explores the relationship between consumer decision-making and the creation f a brand146s competitive advantage. Students will explore how an understanding of merging trends can enhance marketing propositions and create brand value. Methodologies for generating and evaluating consumer insights, including qualitative and quantitative research techniques, will be explored.

Distribution: MARKETING. Prerequisite: GR: MKT 550. UG: MKT 202.

Outcomes
Demonstrate knowledge and comprehension of the foremost paradigms, frameworks, approaches, methodologies, and methods/techniques associated with the consumer insights or marketing research discipline.
Interpret the underlying philosophies, concepts, and critical attributes associated with the foremost consumer insights or marketing research approaches, methodologies, and methods identified within the research literature BOK.
Compare and contrast the advantages and disadvantages associated with each of the major marketing research approaches, methodologies, and methods.
Obtain the ability to apply the most appropriate marketing research approach, methods, and techniques to research problems or study demonstrating relevance based on research objectives and context.
Debate with colleagues and peers concerning the content and attributes associated with marketing research frameworks, methodologies, and methods/techniques in order to consult with other marketing professionals on the selection, appropriateness, and application of research approaches and methods for a particular marketing problem/challenge under study.

MKT 543 - CREATIVITY AND INNOVATION (3)

Creativity and innovation are the essential contributors to success for many of today's organizations. Some of the most significant gains in shareholder value in recent years are due to a culture of creative innovation. Many consider a culture of creativity and innovation as the only sustainable competitive advantage available to firms. This course is designed to explore factors that stimulate and inhibit creativity in individuals, groups, and organizations and to introduce you to the practices necessary to stimulate and manage innovation. The initial part of the course will examine creativity, focusing on the social conditions which lead to new ideas and technologies. The second part of the course will consider the way in which new ideas and technologies are instituted and resisted. Ultimately, this course will focus on developing new ways of thinking, which are different from those typically learned in Graduate Business programs.

Distribution: MARKETING. Prerequisite: GR: MKT 550. UG: MKT 202.

Outcomes

Analyze creativity and innovation (C&I) contributors and summarize the effect on the enterprise.
Apply information captured from multimedia sources, researched/mined journal articles and interviews with subject matter experts.
Appraise and examine the influences of C&I affecting the enterprise marketing plan.
Examine and discriminate the facets of problem solving and decision-making processes used by the enterprise in setting strategy.
Differentiate the nuances of the creativity and innovation concepts in order to judge, appraise, and predict and design the most effective the strategies for the marketing of products and/or services.
Apply C&I techniques such as design thinking to address technical, process, managerial and enterprise-wide challenges.

MKT 550 - MARKETING FUNDAMENTALS (3)

This course examines how a business conveys the value of its products and services to customers. Students examine various methods to identify customer needs; product design; customer and product service; and communicating with current and potential customers. Students also analyze competition; consumer analysis; product pricing and promotion; channels of distribution; and company capabilities.

Distribution: MARKETING. Prerequisite: GR: MGT 502 (may be taken concurrently); UG: MKT 202.

Outcomes
Describe the fundamental principles of marketing and how they can be applied to real-world situations.
Demonstrate marketing techniques to identify unmet customer needs to develop products or services to meet these needs.
Develop a disciplined approach to solving marketing problems and identifying marketing opportunities through critical thinking.
Explain how to write a marketing plan that appropriately presents strategies and tactics for meeting objectives.

MKT 553 - SOCIAL MEDIA STRATEGIES (3)

Online, word of mouth, social search, buzz, and the influence of networks are changing the way businesses market to new and existing customer bases. As marketers, we must be ready to leverage social media and its many benefits to help our organization drive ROI, cut marketing costs, and enhance customer relationships. The focus of this class is on how to utilize social media from marketing, PR, customer, and sales perspectives. Lastly, we'll take a further look at social etiquette, policy, content strategy, tools, metrics, and legal implications.

Distribution: MARKETING. Prerequisite: GR: MKT 550. UG: MKT 202.

Outcomes
Develop social media strategies for online audience growth and engagement.
Evaluate information found within social media tools as it relates to key audiences.
Analyze the legal implications and risks involved with running social media accounts for brands.
Present assessments, judgments, and conclusions about the role of social media metrics in organizational decision making.
Increase your online network through the strategic management of your own LinkedIn account.
Analyze what actions allow a social media handle to gain followers.

MKT 555 - MARKETING APPLICATIONS AND METRICS (3)

This course is designed to provide the knowledge and skills necessary to develop marketing strategy at the enterprise level. The course will focus on issues such as the selection of which business and segments to compete in, reinvention of marketing approaches, how to allocate resources across businesses, segments, and elements of the marketing mix, as well as other significant strategic issues, such as philanthropy and ethics in marketing. Emphasis will be placed on designing and measuring the effectiveness of marketing strategies and reinvention of market-focused initiatives. The participants will engage in a team-based set

(two) research case studies. In addition, there are several opportunities to interject their personal thoughts in a non-graded self-reflection manner.

Distribution: MARKETING. Prerequisite: GR: MKT 550. UG: MKT 202.

Outcomes

Analyze market factors and summarize the effect on the enterprise.
Apply information from Bloomberg (available in Troy Finance Lab), Google Finance, MarkStrat and/or Factset in the assessment of company performance, marketplace presence and share.
Appraise and examine the influences affecting the enterprise marketing plan using metrics and ratios.
Examine and discriminate the facets of decision-making processes used by the enterprise in setting strategy along with marketing dashboards to measure performance.
Differentiate the nuances of the marketing mix and additional marketing tools in order to judge, appraise, predict, and design the most effective strategies for the marketing of products and/or services.
Assess and integrate sustainability model into the overall enterprise and marketing plan.
Assemble and evaluate the tools available and necessary in order to differentiate the enterprise's offering as well as consideration and relationship to the ethics of business practices and social responsibility.
Assimilate marketing metrics into the marketing performance assessment.

MKT 560 - BRAND MANAGEMENT (3)

While products and services can often be copied, consumer attitudes are much more difficult to replicate. This course provides insights into how effective brand strategies can be created to establish and strengthen consumer attitudes and the implications for brand management practitioners. Through an integration of theory and practice the course will provide a perspective on the brand management function as part of corporate marketing. Contemporary examples of brand management will be discussed and critiqued.

Distribution: MARKETING. Prerequisite: MKT 550.

Outcomes

Discuss the concepts and terminology of brand management.
Evaluate contemporary brand management practices.
Develop and evaluate a brand audit.
Compare and contrast the application of alternative brand strategies.
Develop and evaluate brand research surveys.

MKT 583 - DIRECTED STUDY IN MARKETING (3)

This course is designed to allow the student an opportunity to investigate a topic not otherwise studied in the curriculum. The directed study can be approved for one, two, or three semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

Distribution: MARKETING. Prerequisite: Students must have written permission of the department chair.

Outcomes

Analyze and evaluate an approved advanced topic not specifically covered elsewhere within the current curriculum.
Synthesize the topic's critical elements through extensive research.
Demonstrate a disciplined approach to acquiring, interpreting, and applying information on the selected topic.

MKT 588 - MARKETING INTERNSHIP (3)

This elective course gives students who have secured marketing internships the opportunity to earn credit. The student must be employed in a part-time or full-time marketing position. Students will be required to prepare a

comprehensive written report or project; maintain a daily activity log and submit a supervisor /intern evaluation of the learning process. Marketing internships can only be used as elective credit. Requests for an internship must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

Distribution: MARKETING. Prerequisite: Students must have written permission of the department chair.

Outcomes

Participate in marketing-related work projects and contribute to their successful completion.
Support company goals by working collaboratively with work supervisors.
Assess your quality and quantity of work, personal strengths, and areas requiring improvement.

MKT 589 - CONSULTING PROJECT (3)

Distribution: MARKETING. Prerequisite: Completion of 24 credits in the program.

Outcomes

As part of a practical marketing consulting project, develop critical analysis and problem-solving skills.
Gain first-hand experience in developing comprehensive analyses and recommendations that address a real marketing problem.
Develop collaborative skills while working as part of an integrated team in a competitive environment.

MKT 743 - MARKETING STRATEGY, STRUCTURES, AND SYSTEMS (3)

The extensive use of information technologies and the emergence of new markets and increasingly complex consumer behavior are all causing fundamental changes in the way organizations market their products and services. This course explores the methodological and behavioral perspectives of strategic market management with particular emphasis on managing customer, market, and business relationships.

Distribution: MARKETING. Prerequisite: MGT 700.

MTH - Math

MTH 300 - BUSINESS ALGEBRA (3)

The course consists of a continuation of the Algebra sequence. Topics include systems of equations, functions and graphs, radical expressions, rational exponents, complex numbers and logarithms.

Prerequisite: None.

QM - Quantitative Methods

QM 202 - STATISTICAL METHODS FOR BUSINESS (3)

An in-depth study of descriptive statistical concepts, techniques, and tools applicable to business and business decision-making. Methods of collecting, summarizing and describing data and related measures of central tendency and dispersion are examined. Students describe and analyze data using measures of central tendency and descriptive statistical tools, including graphs and other comparative techniques. Topics include data types; probability; sampling; sampling distributions; and estimation.

Distribution: QUANTITATIVE METHODS. Prerequisite: MTH 300.

Outcomes
Identify and analyze data in a variety of forms.
Apply the concepts of central tendency and dispersion, probability, and sampling to data sets.
Evaluate business problems to determine the correct statistical tool necessary to solve the problem.
Interpret and explain the results of statistical computation.

QM 301 - STATISTICAL INFERENCE FOR MANAGEMENT DECISIONS (3)

Building upon the content of QM 202, this course focuses upon data interpretation through the use of inferential statistics. By the end of the course, each student will demonstrate the ability to select and use inferential statistical tools to analyze a variety of datasets from varying business-based application settings, and will justify, report, and interpret the results of such analyses. Students will apply these skills to critique and interpret research reports that are represented within business literature from various business settings. Students will also be introduced to quantitative methods involving differing probability distributions that require the use of less typical data analysis tools.

Distribution: QUANTITATIVE METHODS. Prerequisite: MTH 300 and QM 202.

Outcomes
Evaluate datasets to determine the appropriate inferential statistical tool to apply.
Detect the applicable hypothesis test for variety of different decision-making situations.
Determine the need to sample a population and explain how the estimated population characteristics apply to the whole.
Determine the relationship between process input factors and optimal output utilizing design of experiment.

QM 501 - INTRODUCTION TO BUSINESS ANALYTICS (1)

This course covers the fundamentals of statistics. It starts with defining data in the context of decision-making situations. Diverse types of data are explored focusing on data classification schemes, data summary statistics, and basic data graphical visualization. The concept of probability is covered with a singular and laser focus on normal and binomial probability distributions. The theory of sampling and sampling distribution is presented solving practical decision-making problems. The last part of the course focuses on confidence interval and test of hypothesis and their applications to data driven decision-making.

Prerequisite: None.

Outcomes
Contact your instructor for learning outcomes.

QM 504 - PRINCIPLES OF DATA ANALYTICS (3)

This course provides an overview of the knowledge that students gain successfully completing the MSDA degree curriculum. Each weekly session materials presented focuses on one aspect of the principles of data analytics. The course acts as a roadmap with respect to an overview of the data analytic skill sets students need to develop earning MSDA degree.

Prerequisite: MBASTEM: QM 520. MSDA: QM 501.

Outcomes

Describe data, Big Data, Data Analytics Lifecycle.
Identify and discuss the key skill sets needed in the data analytics field.
Evaluate data using statistical analysis techniques.
Apply data visualization techniques to communicate data analytics findings.
Incorporate data mining methods to convert raw data into actionable data driven decisions.
Transform analysis results into actionable intelligence and business decisions.
Discuss the APA and ASA ethical issues considering research and data analytics.
Discuss application of modern technology considering database management systems, machine learning, and artificial intelligence.
Discuss the role of programming in data analytics.

QM 505 - DATA DRIVEN DECISION MAKING (3)

The focus of this course is on data driven decision making based on statistical analysis methods. Both quantitative and qualitative statistical methods are presented. The course is designed to develop critical skills for data analysis, modeling, and decision making under uncertainty to draw valid inferences for informed decisions. The topics covered in the course include exploratory data analysis, probability, sampling, estimation, simulation, hypotheses testing, regression analysis, and time series with emphasis on translating and communicating the statistical results into language understood by non-technical and technical audiences.

Prerequisite: QM 501.

Outcomes

Identify appropriate statistical analysis methods to solve data driven decision making situations.
Differentiate the various situations where statistics based analytical techniques can enhance the decision-making process.
Utilize data analytics statistical software to analyze case studies and conduct research.
Assess the connections between business analytics and other areas of organizational strategy through project-based learning.
Apply statistical analysis skills to transform analysis data into actionable intelligence and business decisions and effectively communicate results.

QM 520 - BUSINESS ANALYTICS (3)

This course in business analytics develops important skills in data analysis, modeling, and decision making under uncertainty. It is designed to train students to use valid inferences data to inform their decision. The topics covered in the course include exploratory data analysis, probability, analysis, estimation, simulation, hypothesis testing, and regression analysis. Business Analytics emphasizes application of analytical techniques through its lectures, case analysis and discussions, and computer exercises. Effort is made to translate the statistical results into language understood by non-technical audiences and similar communication is expected from students. Real-world cases of successes and failures with analytics-based business strategies are considered. This course presents topics from statistics and decision theory that can help clarify managerial problems and aid in selecting appropriate courses of action to enhance decision-making ability. The focus is on analysis, interpretation, and application of data collected for management decision making. Topics include sampling, statistical inference and hypothesis testing, analysis of variance, chi-square, correlation and regression analysis, and applications to statistical process and quality control (SPC) and industrial experimentation (DOE).

Distribution: QUANTITATIVE METHODS. Prerequisite: GR: MGT 502 (may be taken concurrently); UG: QM 202.

Outcomes
Differentiate the various situations where basic business analytics tools can enhance the decision-making process.
Apply basic business analytics tools to analyze simple case studies.
Assess the connections between business analytics and other areas of organizational strategy through project-based learning.
Implement the analytical skills required in the 21st century, transforming data into actionable intelligence and business decisions.

QM 600 - PRESCRIPTIVE ANALYSIS (3)

This course exposes the student to prescriptive analytics. Prescriptive analytics is used as a method in identifying competitive advantages in the enterprise. The students will learn how prescriptive analytics is used in business analytics and decision-making. Students will explore optimization and optimal decision-making models. Topics such as simulation modeling and multi-criteria decision making are introduced. The students will be exposed to transforming findings into actionable next steps in effective decision making utilizing prescriptive analytic techniques.

Distribution: QM. Prerequisite: MSDA: QM 504 and QM 505. MAC.W: IT 542. STEMMBA: QM 504.

Outcomes
Explore and use prescriptive analytics techniques.
Perform optimization techniques to identify optimal solutions in decision making.
Describe simulation modeling.
Conduct Monte Carlo simulation to solve decision-making problems.
Use discrete event simulation to solve real-world problems.
Evaluate and use multi-criteria decision-making techniques.
Describe the relevance of the prescriptive analytics to the concept of "Big Data".
Construct actionable steps using prescriptive analytic techniques.

QM 601 - RESEARCH METHODS & ETHICS (3)

The focus of this course is on exploring the three research method approaches: quantitative, qualitative and mix-method. Phases of research are discussed in detail with respect to identifying research problems based on business needs, translating research problems based on business needs into specific research questions, developing hypotheses considering specified research questions, determining independent and dependent research variables, and examining the validity and reliability of the research designs. Ethical considerations in research are deliberated considering APA and ASA ethics guidelines.

Prerequisite: QM 504 and QM 505.

Outcomes
Contact your instructor for learning outcomes.

QM 602 - LEAN SIX SIGMA (3)

This course provides a detailed overview of the Lean Six Sigma methodology preparing students earning Green and Black belt certification status. The course content is presented in the context of implementation of Six Sigma methodology considering statistical analysis techniques with the main goal of defining data-driven quality to improve processes. The five phases of the Six Sigma methodology, namely, Define, Measure, Analyze, Improve, and Control including the tools to use to complete these phases are described through case-study based course presentation.

Prerequisite: MSDA and DA Certificate: QM 504 and QM 505. STEMMBA: QM 504 and QM 600.

Outcomes
Discuss the main objective of the Lean Six Sigma methodology.
Apply Lean Six Sigma Methodology principles to execute process and product improvement projects.
Discuss the primary objective of each phase of the Lean Six Sigma methodology in support of data-driven decision making.
Define accurate problem statements needed to fully understand client needs.
Analyze business problems to determine the root cause.
Control performance variations through monitoring and measuring results.
Determine applicable tools to use within each phase of the Lean Six Sigma methodology.

QM 640 - DATA ANALYTICS CAPSTONE (3)

The Capstone/Practicum Project provides the opportunity for integrating program learning within a project framework. Each student identifies or defines a professionally relevant need to be addressed that represents an opportunity to assimilate, integrate, or extend learning derived through the program. The student will work with the Capstone Project Advisor to develop a proposal. After review and approval by the Capstone Project Advisor, the student is authorized to complete the project. The student presents the completed project at the end of the semester.

Distribution: QM. Prerequisite: MBAITECH: ACC 510, FIN 500, MGT 600, MKT 601, AND MKT 550. MSDA: QM 504, QM 505, AND QM 601. ND.CERT.DA: QM 504 and QM 505. .

Outcomes
Contact your instructor for learning outcomes.

RES - Research

RES 711 - RESEARCH METHODS: INTRODUCTION AND SCOPE (3)

This course focuses on the design of research by examining methods of collection, processing, analysis, and interpretation of data. Survey selection, instrumentation design, pilot testing, and analysis will also be discussed with specific attention paid to the reliability and validity of instruments. The course will present an array of techniques used by leaders to make organizational decisions with an emphasis on interpreting analytical results.

Distribution: RESEARCH. Prerequisite: MGT 700.

RES 712 - QUALITATIVE AND EXPLORATORY RESEARCH METHODS (3)

This course explores non-statistical forecasting and other qualitative research methods. Qualitative research methodologies have become more prevalent in research as a viable and valid form of inquiry, especially as they pertain to human behavior in organizations. Qualitative research techniques examined include ethno methodology; grounded theory; and phenomenological research. Nonparametric statistical analysis will also be examined.

Distribution: RESEARCH. Prerequisite: RES 711.

RES 713 - QUANTITATIVE RESEARCH METHODS I: DATA MANAGEMENT AND NON-EXPERIMENTAL (3)

This course is a combination of quantitative research methods, multivariate statistics, and forecasting. The course assumes the doctoral student has had a graduate level statistics/quantitative methods course covering parametric statistics and hypothesis testing.

Distribution: RESEARCH. Prerequisite: RES 711.

RES 714 - QUANTITATIVE RESEARCH METHODS II: EXPERIMENTAL AND STATISTICAL (3)

This course is designed to build an advanced body of knowledge (BOK) that will allow students to utilize an extensive array of complex statistical models, tools, and software applications in the analysis of numerical data. Additionally, students will be able to use these advanced techniques to perform predictive analytics.

Distribution: RESEARCH. Prerequisite: RES 713.

TAX - Taxation

TAX 495 - TAX AND BUSINESS TAXATION I (3)

This course is a study of the general principles of federal income taxation. Consideration will be given to both the taxation of individuals and to the taxation of business. Students taking this course are strongly advised to take TAX 496 the next semester enrolled.

Distribution: TAXATION. Prerequisite: ACC 202 or ACC 300.

Outcomes

Identify basic tax laws of individuals, property, business and investments.
Apply the tax laws of individuals, property, business and investments to a particular fact situation.
Determine the results of applying the tax laws of individuals, property, business and investments to a particular fact situation.
Evaluate the results of applying the tax laws of individuals, property, business and investments to a particular fact situation.

TAX 496 - TAX AND BUSINESS TAXATION II (3)

This course is a continuation of TAX 495 and will consider more advanced topics in both general and business taxation. Students taking this course are strongly advised to take TAX 497 the next semester enrolled.

Distribution: TAXATION. Prerequisite: TAX 495.

Outcomes

Examine the tax advantages and disadvantages of various forms of doing business.
Determine the qualified business income deduction for owners of pass-through entities.
Assess the tax consequences of forming a corporation.
Examine the operational rules applicable to the corporate income tax formula.
Formulate options and results presented by common corporate and partnership transactions under the tax laws.
Create corporate, partnership, and Sub-chapter S corporate tax return filings.

TAX 497 - TAX & BUSINESS TAXATION III (3)

A continuation of TAX 495 and TAX 496. Advanced topics to be considered include advanced partnership taxation, tax exempt entities, income taxation of trusts and estates, estate and gift taxation, and corporate distributions, redemptions, and liquidations.

Distribution: TAXATION. Prerequisite: TAX 496.

Outcomes
The student will have achieved an introductory knowledge of the substantive tax law relating to corporations and selected other advanced tax subjects.

TAX 500 - ADVANCED TAX RESEARCH WRITING, AND CITATION METHODOLOGY (3)

A sophisticated and high-level study of tax writing and the methodology of federal tax research. Consideration will also be given to the proper form of citation for various legal authorities encountered during tax research and to the techniques required for the adequate reporting of research results. The use of the Internet, CCH Tax Research Network, RIA CheckPoint, and NexisUni will also be studied. It will be assumed that all students taking this course have a thorough knowledge of all but the most advanced tax research techniques.

Distribution: TAXATION. Prerequisite: TAX 599.

Outcomes
The student will have a thorough knowledge of the techniques for researching a substantive or procedural federal tax law question.
The student will be able to prepare a complete and accurate citation to any federal tax law authority, whether primary or secondary.
The student will be able to write coherent and cohesive, appropriately formatted tax-related memoranda, opinion letters, protest letters, articles, and other forms of tax communications.
The student will be able to do a variety of searches using the various online tax research databases, the Walsh College Tax Portal, and the Internet.

TAX 507 - TAX ACCOUNTING (3)

This course is a systematic study of the basic concepts of tax accounting. Students study tax periods and methods; changes in periods and methods; special methods of accounting; depreciation, and cost recovery; inventories including LIFO; and UNICAP.

Distribution: TAXATION. Prerequisite: TAX 599.

Outcomes
Analyze consequential court cases relative to tax accounting.
Distinguish appropriate accounting methods and periods for various business entity types.
Determine the impact of changes to established methods of accounting.
Explain the differences among the accounting methods for inventories.
Distinguish capitalization from deducting certain expenditures.
Evaluate the appropriateness of the available cost recovery methods.
Determine when and how the uniform capitalization rules apply.
Apply various time value of money concepts to transactions.

TAX 509 - SALES & EXCHANGES OF PROPERTY (3)

A study of the Internal Revenue Code as it applies to sales and exchanges of personal and real property. Particular emphasis is given to capital gains and losses; Section 1231 gains and losses; and to non-recognition transactions, including like-kind exchanges; involuntary conversions; sale of a residence; and foreclosures. Installment sales, taxable sales of businesses, and sales involving securities and commodities are also considered in detail. The at-risk rules and the passive activity loss rules will also be studied.

Distribution: TAXATION. Prerequisite: TAX 599.

Outcomes

The student will have achieved a substantial technical knowledge of the basic substantive laws relating to the Federal income taxation of sales, exchanges, and other dispositions of property, especially of subchapters O and P of Chapter 1 of the Internal Revenue Code of 1986.

TAX 510 - BASIC CONCEPTS IN CORPORATE TAX (CORPORATE TAX I) (3)

Basic concepts involved in federal law as it applies to the formation and related operations of corporate enterprises and associations that are treated as corporations. Topics include computing the corporate tax; controlled groups; tax-free incorporations; non liquidating distribution; liquidations; and Subchapter S Corporations. An introduction to consolidated tax returns will also be included. MST Students will be required to prepare a research paper.

Distribution: TAXATION. Prerequisite: MBA: TAX 596. MAC/MAC.W: TAX 596 (TAX 507 and TAX 509 are recommended, but not required). MST: TAX 599.

Outcomes

The student will have achieved a substantial technical knowledge of the basic substantive law relating to: The Federal income taxation of C corporations S corporations Incorporations Distributions Redemptions/Liquidations State and local income tax issues for corporations

TAX 525 - ADVANCED CONCEPTS IN CORPORATE TAXATION INCLUDING THE CONSOLIDATED TAX RETURN (CORPORATE TAX II) (3)

This course covers advanced topics in federal tax law as it applies to corporations. Students study taxable business combination; mergers and other tax-free reorganizations, corporate divisions, carryovers of corporate tax attributes, and the rules for filing a consolidated corporate tax return.

Distribution: TAXATION. Prerequisite: MBA and MST: TAX 510. MAC/MAC.W: TAX 596.

Outcomes

Discuss the alternative structures for taxable asset and stock sales of corporations including elections to treat stock sales as assets sales.
Create alternative tax strategies to meet non-tax business objectives for corporate combinations and divisions.
Assess the various types of tax-free corporate reorganizations and divisions.
Evaluate the carryover of corporate tax attributes in a variety of merger, acquisitive and divisive business transactions.
Describe the requirements and implications for filing a consolidated corporate tax return.

TAX 531 - PARTNERSHIP AND LLC TAXATION (3)

This course examines the federal income tax treatment of partnerships and partners. Students study partnership formation; problems of partnership operation including distributions; sales and exchanges of partnership interests; partnership terminations and liquidations; special basis adjustments; and the role of partnership as investment vehicles. The treatment of limited liability companies and limited liability partnerships are also examined. Students will be required to prepare a Form 1065.

Distribution: TAXATION. Prerequisite: TAX 596 and 599. (TAX 507 and TAX 509 recommended).

Outcomes
The student will have achieved a substantial technical knowledge of the basic substantive law relating to the Federal income taxation of partnerships. The student will be able to prepare U.S. Form 1065 and Schedule K-1.

TAX 532 - INCOME AND TRANSFER TAX CONSEQUENCES FOR DECEDENTS, ESTATE AND TRUSTS (3)

This course is a study of the estate, gift, and generation-skipping transfer taxes and the income taxation of estates and trusts. Emphasis is placed on post-mortem tax reporting and planning; affirmative uses of trust rules; treatment of specialized trusts such as irrevocable trusts, insurance trusts, charitable trusts, and grantor trusts.

Distribution: TAXATION. Prerequisite: MBA: TAX 596 and MAC/MAC.W: TAX 596. MST: TAX 596 and TAX 599. .

Outcomes
Describe estate and trust concepts and the similarities and differences between the probate estate of a decedent with the various trusts employed in the estate planning practice.
Identify the federal transfer tax provisions of the Internal Revenue Code relating to gratuitous transfers of wealth through lifetime gifts or upon death.
Evaluate the various determinants of potential taxable transfers and the proper steps to avoid or reduce potential tax liabilities.
Identify the federal income tax consequences of a decedent's final income tax return including preparer's elections and options.
Understand the preparation of fiduciary income tax aspects of estates and trusts is related to the federal transfer tax laws, including unique preparation issues associated with the use of the of distributable net income and fiduciary accounting concepts.
Prepare a U.S. Estate Tax Return for a decedent (Form 706) and a U.S. Income Tax Return for a Trust (Form 1041).

TAX 540 - TAX PRACTICE AND PROCEDURE (3)

This course is a study of federal tax practice and procedure. Topics to be considered include audits; administrative appeal procedures; tax dispute forums; organization of the Internal Revenue Service; ruling procedure; statutes of limitations; interest and penalties; assessment; collection (including offers in compromise, liens, levies, and transferee liability); and the use and scope of the Freedom of Information Act.

Distribution: TAXATION. Prerequisite: TAX 596 (may be taken concurrently).

Outcomes
Determine the mechanisms and techniques available to tax professionals to protect client interests in matters pending before the Internal Revenue Service.
Evaluate the qualifications necessary to practice before the Internal Revenue Service.
Recommend a course of action to a client involved in an IRS audit.
Calculate civil penalties for substantial understatement of tax, late filings and late payment.
Create an effective claim for refund.
Plan an effective strategy to challenge an IRS assessment.
Perform similar actions for Michigan tax matters.

TAX 550 - INTERNATIONAL TAXATION (3)

The application of the Internal Revenue Code to domestic corporations doing business in foreign countries either through subsidiaries or as branch operations. Topics include planning for expansion into foreign countries and developing countries; factors to consider in deciding whether to create a branch or a subsidiary in a foreign country; the foreign tax credit; dividend requirements; Subpart F and current international tax

problems and planning. Inter-company pricing will be considered in detail. Also covered are tax treaties; FSCs, foreign currency; and the U.S. tax treatment of foreign persons and foreign businesses engaged in U.S. activity.

Distribution: TAXATION. Prerequisite: TAX 500, TAX 510, TAX 531 and TAX 599.

Outcomes
Contact your instructor for learning outcomes.

TAX 560 - PLANNING AND CURRENT ISSUES IN TAXATION (3)

This course will incorporate high-level discussion, application and presentation of current event tax topics across a variety of subjects taught in the core MST program. Emphasis will be placed on the synthesis of complex tax concepts and the ability to demonstrate, recognize and evaluate the technical policy, economic and practical application aspects of the topics. Students will prepare a technical presentation of an assigned tax topic.

Distribution: TAXATION. Prerequisite: TAX 500, TAX 510, TAX 531 and TAX 599.

Outcomes
Summarize complex tax topics and integrate them into a professional presentation demonstrating their practical application.
Identify the primary basis underlying a tax dispute and advocate for the defense of a contrary interpretation of the tax principles in an adversarial context.
Analyze the impact of current tax concepts, critique whether their intended objective was accomplished and propose alternative approaches.
Recognize and explain the economic and policy objectives of various legislative and regulatory tax proposals.

TAX 583 - DIRECTED STUDY IN TAXATION (3)

A directed study will earn general elective credit and may only be used to substitute for required course work with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than six (6) semester credit hours (if approved) in directed study and/or internship courses toward graduation requirements.

Distribution: TAXATION. Prerequisite: Students must have written permission of the department chair.

Outcomes
Contact your instructor for learning outcomes.

TAX 595 - TAX AND BUSINESS TAXATION I (3)

This course is a study of the general principles of federal income taxation. Consideration will be given to the taxation of individuals and to the taxation of business. This course is substantially similar in content to TAX 495. However, additional assignments on tax research will be required. Students taking this course are strongly advised to take TAX 596 the next semester enrolled.

Distribution: TAXATION. Prerequisite: MBA: ACC 514. MST: None. MAC: ACC 500 (may be taken concurrently).

Outcomes

Understand basic tax laws of individuals, property, business, and investments.
Apply the tax laws of individuals, property, business, and investments to a particular fact situation.
Determine the results of applying the tax laws of individuals, property, business, and investments to a particular fact situation.
Evaluate the results of applying the tax laws of individuals, property, business, and investments to a particular fact situation.

TAX 596 - TAX AND BUSINESS TAXATION II (3)

This course is a continuation of TAX 595 and will consider more advanced topics in both general and business taxation including corporations and partnerships. This course is substantially similar in content to TAX 496. However, an additional research assignment will be required, as well as an additional class on tax research and writing.

Distribution: TAXATION. Prerequisite: TAX 595.

Outcomes

Explain the tax advantages and disadvantages of various forms of doing business.
Determine the qualified business income deduction for owners of pass-through entities.
Assess the tax consequences of forming a corporation.
Analyze the operational rules applicable to the corporate income tax formula.
Determine the tax consequences of corporate distributions, redemptions and liquidations.
Evaluate alternatives under the applicable tax laws for the formation and operation of partnerships.
Formulate options and results presented by common corporate and partnership transactions under the tax laws.
Communicate tax strategies and structures to implement tax advantaged transactions.

TAX 598 - TAX RETURN SEMINAR (3)

This course is a practical seminar to introduce the different types of tax return filings. The following U.S. Income Tax Forms and related schedules and worksheets will be prepared and analyzed: Form 1040, U.S. Individual Income Tax Return; Form 1120, U.S. Corporate Income Tax Return; Form 1120 S U.S. Income Tax Return for an S Corporation; Form 1065, U.S. Return of Partnership Income. The related tax principles to accurately prepare returns will be emphasized. Related practice and procedure requirements in dealing with the Internal Revenue Service will be addressed.

Distribution: TAXATION. Prerequisite: TAX 595 and TAX 596.

Outcomes

Apply complex tax compliance topics and integrate them into various components of federal income tax returns.
Analyze tax provisions and requirements and to determine the necessary information for tax reporting compliance and calculation.
Demonstrate an ability to draw the necessary information from clients for a complete analysis of various federal tax topics.
Recognize and explain the interaction of the federal tax law and the periodic reporting requirements for tax compliance.

TAX 599 - INTRODUCTION TO TAX RESEARCH (3)

An introduction to the basic concepts and techniques of tax research, including the use of the Walsh College Tax Portal and RIA Checkpoint®. The relative value of statutes, judicial precedents, administrative interpretations, and legislative history as sources of authority will also be studied at an introductory level;

however, emphasis will be placed on the techniques for discovering the sources of authority in tax law.

Distribution: TAXATION. Prerequisite: TAX 596 (may be taken concurrently).

Outcomes

The student will have a basic knowledge of all techniques for researching a substantive or procedural federal tax law question.
The student will be able to do a variety of searches using RIA Checkpoint.

Walsh College Leadership

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Suzanne Siegle, Ed.D., J.D.,
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Chief Academic Officer/Dean

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Chief of Staff and Director
Strategic Initiatives

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CPA

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Professor
BS, MBA, Wayne State University
CPA, CMA, CIA

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Chair, Taxation and Business Law
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JD, LLM, Wayne State University
CPA

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Professor
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MBA, University of Michigan
DM, University of Maryland

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MAC, Walsh College
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CPA

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MS, Dakota State University

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MA, Ph.D., University of Illinois at Urbana – Champaign

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BBA, Rochester College
MSM, Walsh College
Ph.D., Capella University

Michael Rinkus
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MA, Central Michigan University
DBA, Lawrence Technological University

Jenny Tatsak
Professor
BS, BS, MA, Eastern Michigan University
Ph.D., Wayne State University

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Director
HoneyBaked Ham Company

Doug Slocum
Executive Advisor to the CEO
Simon Group Holdings

A. Mark Zeffiro

Walsh College History

1922

Mervyn Walsh leaves his job as Thomas Edison's accountant to buy a franchise to teach the Pace Method of Accounting. He opens the Walsh Institute in Detroit's Capitol Theater on September 18.

Twenty-three students enroll. Tuition is $60 a semester.

1928

Enrollment reaches 286 students.

Seven graduates organize the Walsh Institute Alumni Association.

1930

Alumna Grace Dimmer becomes Michigan's first woman to earn the CPA designation.

1947

Walsh Institute marks its 25th anniversary.

Enrollment reaches 1,508, in part due to the GI Bill.

1965

William C. Stewart becomes the Institute's president on the retirement of Mervyn Walsh.

Walsh College trustees determine that the Walsh Institute will change its educational charter by having its own building, offering an accounting curriculum approved by the State Board of Accountancy, and receiving State Board of Education approval.

1968

Walsh Institute is renamed Walsh College of Accountancy and Business Administration, an upper-division college offering coursework for juniors and seniors who have finished two years at community colleges and four-year institutions.

Walsh College purchases 20 acres of farmland from Morris Wattles for a new location in Troy.

1969

Ground is broken for a new 10,000-square-foot location in Troy.

1970

Walsh College names Jeffery W. Barry as its third president.

The Troy location opens.

The State of Michigan authorizes Walsh to grant degrees.

1973

Walsh College adds a Bachelor of Business Administration degree.

1974

Walsh College offers its first graduate degree: a Master of Science in Taxation.

A 7,400--square-foot addition to the Troy location triples the size of the library and adds two lecture halls, a bookstore, and a student lounge.

1975

The North Central Association of Colleges and Schools (NCA) accredits Walsh.

1978

Walsh College opens a Port Huron location and expands the Troy location.

1980

The Master of Science in Professional Accountancy (now the Master of Science in Accountancy) is offered.

1982

Walsh College adds the Computer-based Information Systems major to the BBA program.

Walsh College marks its 60th anniversary.

1984

Mervyn B. Walsh, the Walsh Institute founder, dies at the age of 93.

1986

Walsh College offers extension courses at Macomb Community College, Royal Oak Shrine High School, and Detroit's Renaissance Center.

Walsh College offers a Master of Science in Finance degree.

1988

Marketing is offered as a new major in the BBA program.

1989

A Master of Science degree in Management is offered for the first time.

A capital campaign is launched to increase the scholarship program and the size of the facility.

1990

A $4.2 million addition to the Troy location is completed. It includes a cafeteria, a computer lab, and faculty and administrative space, among others.

1991

Walsh College names David A. Spencer the fourth president upon the retirement of Jeffery Barry.

Walsh College begins offering courses at the Macomb Community College University Center in Clinton Township.

1992

Four Walsh College women are among the top 100 scorers on the CPA exam in the United States.

Eija Roulson, MSPA ’93, earns the highest score on the Michigan CPA exam and the second highest score in the United States.

1993

After surveying students, faculty, community leaders, and business owners, Walsh College administrators decide to build a new location in Novi.

1996

In response to changing workplace needs, Walsh College offers a Master of Science in Information Management and Communication degree.

1997

Walsh College observes its 75th anniversary with business discussions and speakers, a book entitled “The History of Walsh,” a dinner, and a homecoming at the Troy location coinciding with the day of the first Walsh Institute lecture.

1998

Walsh College opens the location in Novi, launches an MBA degree, and offers its first online courses.

1999

Keith A. Pretty becomes Walsh’s fifth president.

2000

Walsh College launches a long-range strategic action plan to see it through the next century.

A Master of Arts in Economics and a Master of Science in Business Information Technology are offered.

2001

The Higher Learning Commission of the North Central Association reaffirms Walsh’s accreditation and allows Walsh College to offer fully online degree programs.

2002

Walsh College revises the accounting program to fulfill the 150 hours of instruction required by the State Board of Certified Public Accountants and allows accounting students to receive both bachelor’s and master’s degrees.

The Michigan Association of CPAs names Accounting Department Chair Richard D. Berschback “Educator of the Year.”

2003

The National Security Agency and Department of Homeland Security designate Walsh College as a Center of Academic Excellence for Information Assurance Education for mapping curriculum to government standards.

The Bachelor of Science in Business Information Technology and the Master of Science in Managing Manufacturing Operations degrees are offered.

2004

The Walsh College Foundation is officially formed for the acceptance of charitable gifts.

2005

The Master of Science in Information Assurance degree is offered entirely online.

2006

Stephanie W. Bergeron, vice chair of the Board of Trustees, is named interim president of Walsh College.

A Doctor of Management in Executive Leadership, the first doctoral degree, is offered.

Ground is broken for a 36,000-square-foot, two-story addition named for Walsh College President Emeritus Jeffery Barry, who died July 8.

2007

Stephanie W. Bergeron is named the sixth president of Walsh College.

2008

A team of Walsh College graduate students win the Association for Corporate Growth (ACG) Detroit Cup MBA Business Case Competition.

The Jeffery W. Barry Center addition opens for classes at the Troy location and is later certified Leadership in Energy and Environmental Design (LEED)® Gold by the U.S. Green Building Council.

2009

Walsh College offers a dual MBA/MSF degree.

More than 3,000 people attend 102 skill-building workshops in a free “Take Charge” program developed for displaced workers.

Walsh College offers courses at St. Clair County Community College and Wayne County Community College District.

2010

The Association of Business Schools and Programs (ACBSP) accredits Walsh’s degree programs.

Walsh College adds its LaunchPad program with the help of a grant from the Blackstone Charitable Foundation. LaunchPad is designed to help entrepreneurs with their business ideas.

2011

The Higher Learning Commission of the North Central Association of Colleges and Schools reaffirms Walsh’s accreditation.

2012

Walsh College observes its 90th anniversary with homecoming celebrations at the Troy and Novi locations.

Walsh College grants its first doctoral degree.

2013

An award-winning, 1,400-square-foot Finance Lab opens for students, with 12 Bloomberg terminals, large flat-screen televisions tuned to market and financial reports, and breakout rooms where students can examine current market conditions, trends, and discuss future projections.

Walsh College holds its 100th Commencement Ceremony in January.

2014

The Board of Trustees approves a 55,000-square-foot renovation of the Troy location to enhance student learning experiences, including an expanded business-communication focused success center, student lounge, and “one-stop” student services center.

Walsh College launches a Master of Science in Marketing, the only one of its kind in Michigan. Walsh College also begins to offer dual MBA degrees in Management, Marketing, and Information Technology Leadership.

Walsh College students capture ACG Cup for the fourth time (2008, 2011, 2013).

2015

For the second consecutive year, Walsh College is one of 75 select national institutions ranked as a “Best for Vets Business College” that provide high-level assistance for service members, veterans and their families by The Military Times.

2016

A grand opening is held for the Troy location addition and renovation.

A Decision Sciences Department is formed.

A Cyber Lab opens for students.

Walsh College offers a new Cybersecurity concentration in its highly regarded Master of Science in Information Technology degree program to meet the increased demand for advanced education.

The Walsh College Master of Science in Taxation program is ranked fifth in the nation and the Walsh College Master of Science in Accountancy program is tied for sixth in the nation by the TaxTalent.com on the Top in Tax Educational Survey of employers.

The Walsh College undergraduate degree program in accounting with a CMA concentration earns endorsement by the Institute of Management Accountants (IMA).

Walsh College receives ACBSP accreditation for its Master of Science in Marketing and Master of Science in Management degrees.

2017

Walsh College President and CEO Stephanie W. Bergeron retires and receives the title of President Emerita.

Marsha Kelliher becomes Walsh’s seventh president and CEO.

Walsh College offers a Master of Arts in Business program.

The Troy location addition receives LEED Silver Certification.

2018

The Inauguration of President Kelliher is celebrated at the Detroit Opera House.

Cutting edge IT curriculum introduced.

Walsh College launches the FastTrack program.

The Walsh Now program is introduced.

Walsh College offers year-round registration.

Walsh College celebrates 20 years of Online Education.

2019

Walsh College offers a Bachelor of Business Administration in Human Resource Management degree.

Walsh College offers a Bachelor of Science in Applied Management degree.

Walsh College offers a Master of Science in Organizational Leadership degree.

The Doctor of Management is reinstated.

Walsh's Online MBA is internationally recognized as a Tier One Global Online MBA by CEO Magazine.

Walsh College marks over 50 years of Community College Partnerships.

Walsh College joins Detroit Promise as first bridge partner.

2020

Walsh's online MBA retains Tier One ranking from CEO Magazine.

Walsh's BBA in Management is ranked number five in the nation by Online Schools Report.

Walsh College pivots all classes to 100% remote delivery in less than a week in response to the COVID-19 outbreak.

Walsh College earns Gold Collegiate Advertising Award for 2019 campaign.

Walsh College honored for transfer pathways and student support and named to the 2020 Transfer Honor Roll by the Phi Theta Kappa Honor Society.

Walsh College online Master's in Cybersecurity receives national ranking by Student Training in Education and Public Service (STEPS).

Walsh College retains Gold status as Veteran-Friendly School by the Michigan Veterans Affairs Agency.

Gerald Schafer, Walsh College trustee, is named interim president.

The Chartered Financial Analyst (CFA) Institute grants Walsh Affiliate Status.

Walsh College introduces Master of Science in Data Analytics degree.

Walsh College earns 10-year reaffirmation of accreditation from the Accreditation Council for Business Schools and Programs (ACBSP).

Michael Levens, Ph.D., is named the eighth president and CEO.

Walsh College and Kettering University introduce the Tech Master of Business Administration degree.

2021

Walsh College earns 10-year reaffirmation of accreditation from the Higher Learning Commission (HLC).

A Cybersecurity Master of Business Administration degree is introduced.

Walsh College and the International School of Engineering (INSOFE) introduce an International Tech Master of Business Administration with a Concentration in Data Science degree.

Walsh College announces the Doctor of Business Administration degree.

Notice of Nondiscrimination

Walsh College strives to maintain an environment free of discrimination and harassment. Walsh College prohibits discrimination or harassment based on any protected status on the basis of such legally protected characteristics as a person's race, color, religion, gender, age, height, weight, national origin, marital status, veteran status, sexual orientation, gender identity, gender expression or disability. Walsh College complies with all applicable federal and state laws regarding nondiscrimination, including, but not limited, to Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, as amended by the Violence Against Women Reauthorization Act of 2013, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination and Employment Act of 1967, Michigan's Elliott-Larsen Civil Rights Act and Michigan's Persons With Disabilities Civil Rights Act.

The following person is designated to handle inquiries and reports regarding nondiscrimination and Title IX compliance:

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