



CENTRAL MICHIGAN  
UNIVERSITY

College of Extended Learning

# 1999-2000 BULLETIN

## Graduate Degree Offerings

### Master of Science in Administration (MSA)

The 36-semester-hour Master of Science in Administration degree program provides the knowledge and skills required for managers, administrators, and supervisors to function more effectively in all types of organizations, plus the specialized managerial expertise needed for a particular professional field.

To fulfill the requirements of the MSA degree, students must complete 15-21 semester hours of general administration core courses, 12-18 semester hours of elective or concentration courses, and a culminating experience of three hours. Following the appropriate *Bulletin*, specific courses will be selected by an academic adviser in consultation with the student. All graduate students admitted after August 15, 1989, must take MSA 600.

Students must meet the prerequisites for particular courses. Prerequisites are found in the course descriptions at the back of this *Bulletin*. MSA core course prerequisites may be met by either taking the appropriate course(s) within the three year period prior to enrolling in the MSA course or, in cases where tests are available, passing an appropriate test. Students should discuss prerequisites with their academic adviser.

Course work which is over seven years old may not be used towards the MSA degree. Course work which is over four years old may not be used toward the graduate certificate.

This program leads to an MSA degree and is identical to the program available on campus. Credit for course work in either program is interchangeable. For students interested in studying business administration, the College of Business Administration offers a Master of Business Administration degree. Courses with MSA designators may not be used towards an MBA degree, and courses with MBA designators may not be used toward the MSA degree.

### Admission Requirements

To be admitted to the Master of Science in Administration program, a candidate must meet the requirements for regular admission to the College of Graduate Studies. Applicants who possess an undergraduate GPA less than 2.5 may be conditionally admitted.

### Advising

Upon admission, the student should make an appointment with an academic adviser. Students are required to meet with advisers to determine prerequisite(s) and to develop a recommended program plan which outlines courses the student will take to meet degree requirements. The recommended program plan will be sent to the MSA director for approval. Students are responsible for following the approved program plan and should not deviate from it without the permission of the academic adviser and the MSA director. Students who take courses not listed on the program plan may be required to take additional course work.

### Competency Assessment

Students must show prerequisite competence for MSA core courses by completing prerequisite course work within the past three years or by demonstrating proficiency through the appropriate competency assessment. Students should contact their academic advisers who will determine whether students will be able to use courses or competency assessments in meeting prerequisites.

If students choose the competency assessment approach to meeting the competency requirement, they must meet core course prerequisites by taking and achieving a passing score on appropriate competency assessments. The assessments are an evaluation of a student's readiness to perform the quantitative work required in MSA 600, 610, 634, 635, 640, 660, BIS 630 and BIS 634. Competency assessments in accounting, algebra, basic economics, and statistics will determine a student's mathematical and statistical skills, and will point out any areas which need strengthening before enrollment in a particular core course.

The skills assessment is administered at the student's program center, and each takes approximately one to two hours to complete. Those students who do not demonstrate competency may improve their skills in several ways: through CMU-sponsored refresher workshops (15 or more contact hours); through self study using instructional materials provided by CMU, which include a textbook and assignments; through enrollment in an undergraduate level course at a local college.

### Degree Requirements

All Master of Science in Administration students are required to take three core courses: MSA 600, MSA 634 or MSA 635, and MSA 640. Other core courses must be selected in consultation with the student's academic adviser.

To qualify for graduation, candidates for the Master of Science in Administration degree must meet all of the requirements found in the "Graduate Degree Requirements" section and the following requirements:

1. Earned a minimum of 36 semester hours of acceptable graduate credit (12-18 semester hours of which must be in the area of concentration).
2. Earned a minimum of 21 semester hours from Central Michigan University.
3. Submitted evidence of scholarship by meeting the Plan B paper requirement by completing the integrating experience (MSA 685).
4. Successfully completed these required courses: MSA 600, MSA 634 or MSA 635, MSA 640 and MSA 685.
5. Applied no more than 15 semester hours of College of Business Administration courses on the program plan. College of Business Administration courses are:
  - a. Courses carrying designators ACC, BIS (formerly OIS), BLR, FIN, HSA, MGT and MKT.
  - b. MSA 634 or MSA 635, MSA 660, and MSA 675.
  - c. Prior learning assessment credits identified as having business school content.
  - d. Courses transferred from a school of business or management which would be considered College of Business Administration courses at CMU.
6. Have an approved program plan on file. (See page 34.)

## I. Administration Core 15-21 hours

### Required Courses (9 hours)

- MSA 600 (3) Administrative Research and Report Methods\*
- MSA 634 (3) Managerial Accounting Concepts\* **OR**
- MSA 635 (3) Financial Management\*
- MSA 640 (3) Quantitative Applications in Administrative Decision Making\*

### Other core courses (6-12 hours)

- MSA 610 (3) Environments in Administration\*
- MSA 620 (3) Effective Administration and Organizational Behavior\*\*
- MSA 650 (3) Organization Theory: Strategy and Structure
- MSA 660 (3) Marketing Administration\*
- MSA 675 (3) Strategic Policy Administration\*
- MSA 696 (3) Special Topics

\*Has prerequisites

\*\*Students cannot take both MSA 620 and PSY 535

## II. Concentration Areas 12-18 hours

On admission, the MSA candidate should make an appointment with an academic adviser who will develop a program plan which fits the MSA academic program requirements with the student's professional and academic goals. **The program plan serves as a road map guiding the student toward those goals. Students are responsible for following the program plan and should not deviate from the program plan without the permission of the academic adviser and the MSA director. Should they do so, they run the risk that the deviations will not be acceptable.**

## III. Integrating Experience 3 hours

The integrating experience consists of MSA 685, Integrative Analysis of Administration, which is one of the last courses taken by the student. As the final step in the degree program, students are required to research, analyze and provide a plan of action relevant to a problem or opportunity within their own organization or professional field.

**Total: 36 credit hours**

# MSA Degree Concentrations

## General Administration Concentration

### Statement of Purpose

The General Administration Concentration is designed to serve the needs of a very heterogeneous group of students. The intent is to offer a program of study which provides moderate structure through study in areas which are applicable to a wide variety of administrative settings. In addition, the student is afforded considerable flexibility in designing a program of study which avoids duplication of previous course work, training, or experience by allowing additional study in areas of choice.

### Guide to Choosing Courses within the General Administration Concentration

Students are encouraged to complete courses listed within a broad range of categories. If not taken as part of the core curriculum, any one (1) MSA designator course may be completed to partially fulfill the requirements of the General Administration Concentration.

Students may substitute up to six (6) credits of courses on this concentration providing the courses are consistent with one or more of the categories listed below. The use of the substitutes must be recommended by the academic adviser and approved by the MSA director.

## General Administration Concentration Courses 12-18 hours

**Organizational Communications**—Improving communication of individuals and groups within and between organizations.

- IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information
- IPC 561 (3) Communication in Conflict Management
- IPC 667 (3) Advanced Studies in Intercultural Communications
- JRN 670 (3) Public Relations Management
- MKT 555 (3) Market and Sales Forecasting

**International Systems, Issues, and Problems**—The study of systems, issues, and problems which impact upon dynamic organizations operating within a global environment.

- FIN 573 (3) International Finance
- IPC 667 (3) Advanced Studies in Intercultural Communication
- MGT 667 (3) International Management
- MKT 560 (3) International Marketing
- PSC 555 (3) International Law I

**Information Systems and Analysis**—The integration of computer and production systems into administrative decision making.

- BIS 601 (3) Management Information Systems
- CPS 603 (3) Computer Information Systems
- ECO 532 (3) Economic Forecasting
- IET 500 (3) Production Concepts
- MKT 555 (3) Market and Sales Forecasting

**Legal and Political Systems**—The nature of legal and political systems and how they impact the operation of organizations and individual decision making.

- ECO 515 (3) Collective Bargaining and Labor Law\*
- PSC 514 (3) American Public Policy Making
- PSC 522 (3) Regulatory Processes and Administrative Law

**Organizational Behavior/Human Resources Administration**—The study of individuals within the work organization and the systems and processes which affect their behavior.

- IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations
- MGT 643 (3) Personnel Management
- MGT 646 (3) Seminar in Labor Relations\*
- PSC 511 (3) Personnel and Organization in Public Bureaucracies\*\*\* **OR**
- PSC 711 (3) Public Personnel Administration Practice\*\*\*
- PSY 535 (3) Organizational Psychology\*\*

**Social and Economic Systems**—The nature of social and economic systems and how they constrain, control and impact the operational effectiveness of organizations.

- ECO 603 (3) Economic Effects of Urbanization and Technology
- ECO 625 (3) Market Structure and Government Policy
- ECO 660 (3) Public Finance and Fiscal Policy
- IET 524 (3) Technology and Environment
- PHL 518 (3) Professional Ethics
- SOC 512 (3) Industrial Sociology

\*Students cannot take both ECO 515 and MGT 646.

\*\*Students cannot take both MSA 620 and PSY 535.

\*\*\*Students cannot take both PSC 511 and PSC 711.

## Health Services Administration Concentration

### Statement of Purpose

The Health Services Administration Concentration is designed to provide the knowledge and skills required for directors, administrators and supervisors in health services.

### Health Services Administration Concentration Courses

15-18 hours

- HPR 520 (3) Health Services Administration\*
- HPR 538 (3) Development of Proposals and Reports in Health Administration
- HPR 544 (3) Biostatistics\*\*
- HPR 545 (3) Health Planning
- HPR 570 (3) Financial Aspects of Health Services Organizations
- HPR 571 (3) Legal Aspects of Health Services Organizations
- HPR 601 (3) Computerized Health Care Systems
- HPR 607 (3) Health Service Organizations: Origins, Systems and Applications\*
- HPR 617 (3) Community and Public Health
- HPR 700 (3) Program Evaluation in the Health Fields

\*Courses required with Health Services Administration.

\*\*The student is advised to take HPR 544 prior to enrolling in MSA 640.

## Hospitality & Tourism Administration Concentration

### Statement of Purpose

The Hospitality & Tourism Administration Concentration is designed to enable students to examine suppliers of hospitality service including: hotel/resort facilities, passenger transportation carriers, food/beverage providers, and conference and event providers. Students are provided with background and competency in the following areas: hospitality service provider processes and organization, governmental regulation of the industry and international tourism controls, managerial tools and techniques, and pricing considerations.

### Hospitality & Tourism Administration Concentration Courses

12-15 hours

#### Required courses (12 hours):

- HSA 542 (3) International Tourism
- HSA 543 (3) Hospitality Industry Organizations & Operations
- HSA 544 (3) Current Research Issues in Hospitality & Tourism
- HSA 546 (3) Management in the Hospitality Service Sector

#### Elective (0-3 Hours):

one specialized course determined by the MSA director

NOTE: No more than a total of 15 hours of College of Business Courses may be used on the program.

## Human Resources Administration Concentration

### Statement of Purpose

The Human Resources Administration Concentration provides a program of study for the student who is pursuing, or intends to pursue, a career in the field of Human Resources. The concentration is designed to provide students with an overall background in the field as well as in the specific areas of Labor Relations, Staffing, Training and Organization Development.

### Guide to Choosing Courses

Students are required to take one course from Category A, preferably

before taking other courses in the concentration. In order to produce the strongest preparation, it is recommended that students take one course from Categories B and C and two courses from Category D.

## Human Resources Administration

### Concentration Courses:

12-18 hours

#### Category A: Survey of Human Resources Administration

- MGT 643 (3) Personnel Management
  - PSC 511 (3) Personnel and Organization in Public Bureaucracies
- \*\*\*\* OR

- PSC 711 (3) Public Personnel Administration Practice\*\*\*\*

#### Category B: Labor Relations

- ECO 515 (3) Collective Bargaining and Labor Law OR\*
- MGT 646 (3) Seminar in Labor Relations
- IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations

#### Category C: Training and Organization Development

- IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information \*\*\* OR
- IPC 561 (3) Communication in Conflict Management\*\*\*
- MGT 649 (3) Seminar in Organizational Development
- PSY 736 (3) Strategies for Intervention in Social Systems

#### Category D: Staffing

- ECO 614 (3) Seminar in Labor Economics
- MGT 645 (3) Compensation Administration
- MGT 647 (3) Personnel Selection and Evaluation OR\*\*
- PSY 536 (3) Personnel Psychology
- PSY 636 (3) Organizational Applications of Personnel Psychology

NOTE: No more than a total of 15 credit hours of College of Business courses may be used on the program plan. See MSA Degree Requirements on page 52.

\* Students cannot take both ECO 515 and MGT 646

\*\* Students cannot take both MGT 647 and PSY 536

\*\*\* Students cannot take both IPC 560 and IPC 561.

\*\*\*\* Students cannot take both PSC 511 and PSC 711.

## Information Resource Management Concentration

### Statement of Purpose

The purpose of the Information Resource Management Concentration is to enable students to develop a comprehensive management approach to the introduction of information systems in an organization, in order to ensure that the information technology solution which is chosen will be the one deemed most appropriate.

## Information Resource Management

### Concentration Courses

12-18 hours

- BIS 601 (3) Management Information Systems OR\*
- CPS 603 (3) Computer Information Systems
- BIS 635 (3) Business Systems Applications<sup>1</sup> OR\*\*
- CPS 612 (3) Software Project Management
- BIS 630 (3) Systems Analysis and Design<sup>1</sup> OR\*\*\*
- CPS 510 (3) Software Systems Engineering
- BIS 634 (3) Information Resources Management<sup>1</sup>

One specialized course determined by the MSA director.

**Note:** No more than a total of 15 hours of College of Business course may be used on the program plan. See MSA Degree Requirements on page 52.

<sup>1</sup>Has prerequisites.

\*Students cannot take both BIS 601 and CPS 603.

\*\*Students cannot take both BIS 635 and CPS 612.

\*\*\*Students cannot take both BIS 630 and CPS 510.

## International Administration Concentration

### Statement of Purpose

The International Administration Concentration is designed to provide the appropriate educational background for students who are interested in practicing administration in international settings. Those who have administrative responsibilities with international dimensions, but work in the United States, would also find it helpful.

### International Administration

#### Concentration Courses 12-18 hours

- ANT 506 (3) Comparative Cultural Systems
- ECO 655 (3) Seminar in International Economics
- FIN 573 (3) International Finance
- IPC 667 (3) Advanced Studies in Intercultural Communications
- MGT 667 (3) International Management
- MKT 560 (3) International Marketing
- PSC 551 (3) Seminar in International Relations
- PSC 555 (3) International Law I
- PSC 651 (3) Comparative Political and Economic Systems

When appropriate, other courses may be substituted with the approval of the MSA director.

Students will demonstrate a sensitivity to contemporary, cultural variations and the need for understanding them. This may be evidenced by graduate or undergraduate course work, experience or other appropriate means.

## Public Administration Concentration

### Statement of Purpose

The Public Administration Concentration is designed to prepare students for careers in public sector administration. Broadly, the objectives of the program are to provide students with background and competency in five areas including: (1) the political, social, and economic environment of public administration; (2) public management processes; (3) public policy analysis; (4) research and analytic methods; and (5) organization theory and behavior.

### Public Administration

#### Concentration Courses 15-18 hours

- PSC 511 (3) Personnel and Organization in Public Bureaucracies
- PSC 514 (3) American Public Policy Making
- PSC 515 (3) Comparative Public Policy
- PSC 520 (3) American National Government and Politics
- PSC 522 (3) Regulatory Processes and Administrative Law
- PSC 561 (3) American State Government and Administration
- PSC 563 (3) Politics and Policy in Urban Communities
- PSC 565 (3) Managing Modern Local Government
- PSC 566 (3) Intergovernmental Relations in the United States
- PSC 585 (3) Computer Applications for Public Administrators
- PSC 610 (3) Public Administration and Policy
- PSC 615 (3) Politics and Regulation of Health Care Policy
- PSC 710 (3) Seminar on Public Bureaucracies and Policy Formation
- PSC 711 (3) Public Personnel Administration Practice
- PSC 712 (3) Developing and Implementing Public Programs
- PSC 713 (3) Governmental Finance and Budgeting
- PSC 714 (3) Program Evaluation
- PSC 773 (3) Public Administration and Public Interest
- PSC 775 (3) Organization Theory in Public Administration
- PSC 780 (3) Research in Public Administration in Political Science

### Choice of one of the following three courses:

- ECO 515 (3) Collective Bargaining and Labor Law **OR**
- IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations **OR**
- MGT 646 (3) Seminar in Labor Relations

## Software Engineering Administration Concentration

See College of Extended Learning Tuition section for information on additional tuition for the Software Engineering Administration program.

### Statement of Purpose

The Software Engineering Administration Concentration provides software managers with concepts, analytical skills, and methods of software engineering management so that its graduates will be prepared to handle the development and management of large, complex software systems, including those embedded in other systems. Graduates are prepared for positions requiring the management of people and resources in software intensive organizations.

To be admitted to this concentration the student must have completed the equivalent of MTH 175, (MTH 132 or MTH 136), CPS 180, CPS 181, CPS 210, and CPS 340. In addition, the student must have completed one year of work in which her or his major assignment dealt with program design or development. Completion of a computer science major may be substituted for the one year experience.

### Software Engineering Administration

#### Concentration Courses 18 hours

The concentration consists of six tightly integrated courses taught in a compressed weekend format. The curriculum begins with a course which introduces the student to the major issues in software engineering and how software engineering addresses those issues. The concentration continues with a course in software project management. This course provides analysis techniques and tools which manage and control the software development process. The remaining four courses continue to discuss the major software development activities in more detail.

- CPS 510 (3) Software Systems Engineering
- CPS 611 (3) Software Verification and Validation
- CPS 612 (3) Software Project Management
- CPS 613 (3) Specification of Software Systems
- CPS 614 (3) Principles and Applications of Software Design
- CPS 615 (3) Software Generation and Maintenance

## Sport Administration Concentration

### Statement of Purpose

The Sport Administration Concentration is designed to prepare the student for a career in administration in college, professional or commercial sport.

### Sport Administration

#### Concentration Courses 15-18 hours

This concentration consists of 15-18 hours selected with the consent of an academic adviser. Course substitutions may be made upon recommendation of the adviser and approval of the MSA director if the course content of the course to be substituted is essentially the same as the course it would replace.

- PES 603 (3) Administration of Sport and Physical Education
- PES 620 (3) Sport – An Interdisciplinary Study
- PES 625 (3) Facilities for Sport and Physical Education
- PES 630 (3) Analysis of Sport Administration Literature
- PES 640 (3) Sport and the Law
- PES 650 (3) Sport Marketing
- PES 665 (3) Computer Applications in Sport Administration
- PES 690 (1-4) Practicum

## Graduate Certificate Programs

The Graduate Certificate in General Administration, Health Services Administration, Hospitality and Tourism Administration, Human Resources Administration, Information Resource Management, International Administration, Public Administration, or Software Engineering Administration is a 15-18 credit hour program designed for regularly admitted graduate students who desire advanced training in the field of administration. Credits earned in the certificate program may be applied toward the MSA degree, if they are both for the same concentration. Students may not use the same course on both the graduate certificate and the degree if the concentrations are different.

Students may substitute courses only upon approval of the MSA director. Students may use up to six transfer credits providing they meet the criteria for transfer credit outlined in this *Bulletin*. Prior learning credit may not be used on the graduate certificate program. Students may not use more than 12 credits of College of Business courses. Business courses taken on any certificate program will not apply to any business degree program at CMU. Course work which is over four years old may not be used towards a graduate certificate.

### General Administration Certificate 15 hours

#### Guide to Choosing Courses

Students are encouraged to complete courses listed within a broad range of categories. If not taken as part of the core curriculum, any one (1) MSA designator course may be completed to partially fulfill the requirements of the General Administration Certificate.

Students may substitute up to six credits of courses on this certificate providing the courses are consistent with one or more of the categories listed below. The use of the substitutes must be recommended by the academic adviser and approved by the MSA director.

#### General Administration Certificate Courses 15 hours

**Information Systems and Analysis**—The integration of computer and production systems into administrative decision making.

- BIS 601 (3) Management Information Systems
- CPS 603 (3) Computer Information Systems
- ECO 532 (3) Economic Forecasting
- IET 500 (3) Production Concepts
- MKT 555 (3) Market and Sales Forecasting

**International Systems, Issues, and Problems**—The study of systems, issues, and problems which impact upon dynamic organizations operating within a global environment.

- FIN 573 (3) International Finance
- IPC 667 (3) Advanced Studies in Intercultural Communications
- MGT 667 (3) International Management
- MKT 560 (3) International Marketing
- PSC 555 (3) International Law I

**Legal and Political Systems**—The nature of legal and political systems and how they impact the operation of organizations and individual decision making.

- ECO 515 (3) Collective Bargaining and Labor Law\*
- PSC 514 (3) American Public Policy Making
- PSC 522 (3) Regulatory Processes and Administrative Law

**Organizational Behavior/Human Resources Administration**—The study of individuals within the work organization and the systems and processes which affect their behavior.

- IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations
- MGT 643 (3) Personnel Management
- MGT 646 (3) Seminar in Labor Relations\*
- PSC 511 (3) Personnel and Organization in Public Bureaucracies \*\*\* OR

PSC 711 (3) Public Personnel Administration Practice\*\*\*

PSY 535 (3) Organizational Psychology\*\*

**Organizational Communications**—Improving communication of individuals and groups within and between organizations.

IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information

IPC 561 (3) Communication in Conflict Management

IPC 667 (3) Advanced Studies in Intercultural Communications

JRN 670 (3) Public Relations Management

MKT 555 (3) Market and Sales Forecasting

**Social and Economic Systems**—The nature of social and economic systems and how they constrain, control and impact the operational effectiveness of organizations.

ECO 603 (3) Economic Effects of Urbanization and Technology

ECO 625 (3) Market Structure and Government Policy

ECO 660 (3) Public Finance and Fiscal Policy

IET 524 (3) Technology and Environment

PHL 518 (3) Professional Ethics

SOC 512 (3) Industrial Sociology

\*Students cannot take both ECO 515 and MGT 646

\*\*Students cannot take both MSA 620 and PSY 535.

\*\*\* Students cannot take both PSC 511 and PSC 711.

## Health Services

### Administration Certificate 15 hours

HPR 520 (3) Health Services Administration\*

HPR 538 (3) Development of Proposals and Reports in Health Administration

HPR 544 (3) Biostatistics

HPR 545 (3) Health Planning

HPR 570 (3) Financial Aspects of Health Services Organizations

HPR 571 (3) Legal Aspects of Health Services Organizations

HPR 601 (3) Computerized Health Care Systems

HPR 607 (3) Health Service Organizations: Origins, Systems and Applications\*

HPR 617 (3) Community and Public Health

HPR 700 (3) Program Evaluation in the Health Fields

\*Required courses

## Hospitality & Tourism Administration

### Certificate 15 hours

#### Required courses (12 hours):

HSA 542 (3) International Tourism

HSA 543 (3) Hospitality Industry Organizations & Operations

HSA 544 (3) Current Research Issues in Hospitality & Tourism

HSA 546 (3) Management in the Hospitality Service Sector

One specialized course determined by the MSA director.

NOTE: No more than a total of 12 hours of College of Business courses may be used on the Graduate Certificate.

## Human Resources Administration Certificate 15 hours

Students are required to take one course from Category A, preferably before taking other courses in the concentration. In order to produce the strongest preparation, it is recommended that students take one course from Categories B and C and two courses from Category D.

### Category A: Survey of Human Resources Administration

- MGT 643 (3) Personnel Management
- PSC 511 (3) Personnel and Organization in Public Bureaucracies \*\*\*\* **OR**
- PSC 711 (3) Public Personnel Administration Practice\*\*\*\*

### Category B: Labor Relations

- ECO 515 (3) Collective Bargaining and Labor Law **OR\***
- MGT 646 (3) Seminar in Labor Relations
- IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations

### Category C: Training and Organization Development

- IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information \*\*\* **OR**
- IPC 561 (3) Communication in Conflict Management\*\*\*
- MGT 649 (3) Seminar in Organizational Development
- PSY 736 (3) Strategies for Intervention in Social Systems

### Category D: Staffing

- ECO 614 (3) Seminar in Labor Economics
- MGT 645 (3) Compensation Administration
- MGT 647 (3) Personnel Selection and Evaluation **OR\*\***
- PSY 536 (3) Personnel Psychology
- PSY 636 (3) Organizational Applications of Personnel Psychology

NOTE: No more than 12 hours of College of Business courses may be used towards the MSA graduate certificate.

\* Students cannot take both ECO 515 and MGT 646.

\*\* Students cannot take both MGT 647 and PSY 536.

\*\*\*Students cannot take both IPC 560 and IPC 561.

\*\*\*\*Students cannot take both PSC 511 and PSC 711

## Information Resource Management Certificate 15 hours

- BIS 634 (3) Information Resources Management\*
- CPS 603 (3) Computer Information Systems **OR**
- BIS 601 (3) Management Information Systems
- CPS 510 (3) Software Systems Engineering **OR**
- BIS 630 (3) Systems Analysis and Design\*
- CPS 612 (3) Software Project Management **OR**
- BIS 635 (3) Business Systems Applications\*

One specialized course determined by the MSA director

\*Has prerequisites.

## International Administration Certificate 15 hours

When appropriate, other courses may be substituted with the approval of the MSA director.

Students will demonstrate a sensitivity to contemporary, cultural variations and the need for understanding them. This may be evidenced by graduate or undergraduate course work, experience or other appropriate means.

- ANT 506 (3) Comparative Cultural Systems
- ECO 655 (3) Seminar in International Economics
- FIN 573 (3) International Finance

- IPC 667 (3) Advanced Studies in Intercultural Communications
- MGT 667 (3) International Management
- MKT 560 (3) International Marketing
- PSC 551 (3) Seminar in International Relations
- PSC 555 (3) International Law I
- PSC 651 (3) Comparative Political and Economic Systems

## Public Administration Certificate 15 hours

- PSC 511 (3) Personnel and Organization in Public Bureaucracies
- PSC 514 (3) American Public Policy Making
- PSC 515 (3) Comparative Public Policy
- PSC 520 (3) American National Government and Politics
- PSC 522 (3) Regulatory Processes and Administrative Law
- PSC 561 (3) American State Government and Administration
- PSC 563 (3) Politics and Policy in Urban Communities
- PSC 565 (3) Managing Modern Local Government
- PSC 566 (3) Intergovernmental Relations in the United States
- PSC 585 (3) Computer Applications for Public Administrators
- PSC 610 (3) Public Administration and Policy
- PSC 615 (3) Politics and Regulation of Health Care Policy
- PSC 710 (3) Seminar on Public Bureaucracies and Policy Formation
- PSC 711 (3) Public Personnel Administration Practice
- PSC 712 (3) Developing and Implementing Public Programs
- PSC 713 (3) Governmental Finance and Budgeting
- PSC 714 (3) Program Evaluation
- PSC 773 (3) Public Administration and Public Interest
- PSC 775 (3) Organization Theory in Public Administration
- PSC 780 (3) Research in Public Administration in Political Science

### A choice of one of the following three courses:

- ECO 515 (3) Collective Bargaining and Labor Law **OR**
- IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations **OR**
- MGT 646 (3) Seminar in Labor Relations

## Software Engineering Administration Certificate 18 hours

See College of Extended Learning Tuition section for information on additional tuition for the Software Engineering Administration program.

To be admitted to this certificate program, the student must have completed the equivalent of MTH 175, (MTH 132 or MTH 136), CPS 180, CPS 181, CPS 210, and CPS 340. In addition, the student must have completed one year of work in which her or his major assignment dealt with program design or development. Completion of a computer science major may be substituted for the one year experience.

- CPS 510 (3) Software Systems Engineering
- CPS 611 (3) Software Verification and Validation
- CPS 612 (3) Software Project Management
- CPS 613 (3) Specification of Software Systems
- CPS 614 (3) Principles and Applications of Software Design
- CPS 615 (3) Software Generation and Maintenance

# Master of Arts (MA) in Education

The Master of Arts in Education degree is designed to provide knowledge and skills for individuals required to function effectively in various positions of educational leadership. This is not a certification program for public school teachers, as it presumes the individual is already trained and qualified in the technical aspects of her or his field.

The MA in Education degree program requires the student to complete a core of 18 credit hours, which includes an integrating experience (Plan B Paper). An additional 15 credit hours must then be completed with specific courses determined by the academic advisor. All candidates for the MA must complete a minimum of 33 credit hours.

## Admission Requirements

There are two types of admission available in the MA in Education program. Applicants holding a baccalaureate or equivalent degree from a college of university of recognized standing may be granted regular admission, provided they have an overall cumulative undergraduate grade point average of 3.0 or higher (on a 4.0 scale). Conditional admission is typically granted when the grade point average is between 2.5 and 2.9 and evidence exists to support the applicant's potential for success in the program. Conditional admission can then be converted to regular admission upon successful completion of all conditions. Admission decisions are governed by the policies of the College of Graduate Studies.

## Degree Requirements

To qualify for graduation, candidates for the Master of Arts (MA) in Education degree must meet all of the following requirements found in the "Graduate Degree Requirements" and the following requirements:

1. Earned a minimum of 33 semester hours of acceptable graduate credit (15 semester hours of which must be in the area of concentration/emphasis).
2. Earned a minimum of 18 semester hours from Central Michigan University.
3. Submitted evidence of scholarship by meeting the Plan B paper requirements.

**TOTAL** **33 hours**

## I. Program Core **18 hours**

- CED 655 (3) Human Relations Skills
- EAD 750\* (3) Professional Studies Topics [Plan B Paper]
- SED 590 (3) Microcomputers in Classroom Instruction
- SED 614 (3) Advanced Educational Psychology
- SED 660 (3) Methods of Educational Research
- SED 705 (3) Theory and Practice of Curriculum Development

\*EAD 750 Professional Studies Topics [Plan B Paper] - Following accepted guidelines toward the end of their degree program, students are required to research, analyze and provide a plan of action relevant to a problem or opportunity within their own organization or professional field.

## II. Concentration Areas **15 hours**

### Administration Concentration **15 hours** (choose 5 of 6 areas)

This program is designed to provide knowledge and skills for individuals to function effectively in positions of leadership or administration. *This*

*is not a certification program for teachers or administrators but may be utilized for professional advancement.*

- EAD 661 (3) School and Community Relations **OR**
- EAD 667 (3) Administration of Community Education **OR**
- EAD 699 (3) Administrative Internship
- EAD 662 (3) School and Business Administration
- EAD 663 (3) Personnel Administration **OR**
- EAD 763 (3) Personnel Administration in Higher Education **OR**
- EAD 773 (3) Instructional Supervision for Administrators
- EAD 676 (3) Administration of Community Colleges
- EAD 731 (3) Strategic Planning
- EAD 736 (3) Higher Education Law

### Adult Education Concentration **15 hours**

This program is designed to provide knowledge and skills for individuals to function effectively in positions of leadership or teaching in the adult education environment. *This is not a certification program for teachers or administrators but may be utilized for professional advancement.*

- EAD 622 (3) Literacy, School and Society
- EAD 624 (3) Learning in a Non-Traditional Setting
- EAD 626 (3) The Adult Learner
- EAD 667 (3) Administration of Community Education
- SED 613 (3) Current Educational Issues

### Coaching Concentration **15 hours**

This program is designed to provide knowledge and skills for individuals to function as teachers and in coaching positions in schools. *It is not a certification program for teachers or coaches but can satisfy the need for continuing certification of teachers.* It is designed for educators who are seeking coaching skills, while at the same time, to enhance their teaching competencies.

Students will be required to complete PES 691 Independent Study (3) instead of EAD 750.

- Advanced Coaching Courses  
(4 required credits from the following)
- PES 570 (2) Advanced Coaching in Basketball
- PES 572 (2) Advanced Coaching in Baseball
- PES 574 (2) Advanced Coaching in Football
- PES 690 (2) Practicum  
(8 required credits from the following)
- PES 582 (3) Current Applications of Athletic Training Techniques
- PES 606 (3) Motor Learning and Human Performance
- PES 611 (2) Psychology of Sport
- PES 560 (3) Principles and Foundations of Coaching

### Community College Concentration **15 hours**

This program is designed to provide knowledge and skills for individuals to function effectively in positions of leadership or teaching in a community college environment. *This is not a certification program for teachers or administrators but may be utilized for professional advancement or as a base for a doctoral program in Community College Education.*

- CED 502 (3) Student Development in Higher Education
- EAD 676 (3) Administration of Community Colleges
- EAD 778 (3) Contemporary Issues in Higher Education
- SED 602 (3) Strategies and Techniques for Teaching
- SED 607 (3) Current Educational Issues
- SED 655 (3) The Community College

## Guidance and Development Concentration 15 hours (choose 5 of 6 areas)

This program is designed to provide knowledge and skills for individuals to function effectively in schools, businesses or in the nonprofit sector with special emphasis on managing relationships, making appropriate referrals and recognizing special needs of students, clients or co-workers. It is not a certification program for teachers, counselors or administrators as it presumes the participants are already certified and qualified in the technical aspects of their respective positions. It is designed for educators or practitioners who do not desire to be fully certified counselors but are seeking counseling skills to enhance their teaching competencies.

This non-certification program is designed to improve practitioners' skills in communicating with their students, colleagues, clients, and supervisors. The classes in this program focus directly on involving participants in skill-building and integration activities. Participants regularly test skills and ideas from courses taught at their work sites and refine the use of these skills through feedback from the instructor, supervisors, and other program participants. Many of the classes require that participants interact with their students, colleagues, clients, or supervisors outside of the university setting. CED 670 is a capstone course in which participants conduct field or action-oriented research which is then reported in the form of a Plan B paper or project.

- CED 504 (3) Introduction to School Guidance
- CED 517 (3) Group Experience I
- CED 580 (3) Seminar in Current Issues
- CED 610 (3) Career Development Theories
- CED 640 (3) Standardized Tests
- CED 651 (3) Counseling with Children

This MA will not qualify the graduate for endorsement as a School Counselor.

## Humanities Concentration 15 hours

This program is designed for teachers wanting to focus on the study of humanities, and for those more interested in synthesis than specialization. It provides an integrated study of the humanities in a cross-disciplinary format. Because the various areas of the humanities are naturally interrelated, this format emphasizes connection rather than fragmentation. The courses in the concentration are selected from traditional areas of humanities of history, literature, philosophy, religion, music and art.

Nine of the fifteen hours in the concentration will be a thematic focus such as: Images and Ideas of the Self, the Rise of the Industrial Age or the Humanities in the Postmodern World. These topics are meant to be exemplary only and will be planned by the student and adviser.

Students will be required to complete HUM 797 (3) Special Topics in Humanities instead of EAD 750.

One course each in English and History from the following (6 credits)

- ENG 635 (3) Seminar in English Literature
- ENG 636 (3) Seminar in Critical Problems
- ENG 656 (3) Seminar in American Literature
- ENG 665 (3) Seminar in World Literature
- HST 525 (3) The Industrialization of America
- HST 602 (3) Colloquium in U.S. History to 1865
- HST 603 (3) Colloquium in U.S. History since 1865
- HST 717 (3) Seminar in the History of Twentieth Century America

One course in Philosophy or Religion from the following (3 credits)

- PHL 597 (3) Special Topics: Philosophical Problems of the Self
- REL 501 (3) Seminar in Study of Religion

One course in Art, Broadcast & Cinematic Arts or Music from the following (3 credits)

- ART 597 (3) Special Studies
- ART 685 (3) Special Topics in Art History
- BCA 525 (3) Film Genre Study
- BCA 625 (3) Film and Video Theory and Criticism
- MUS 597 (3) Special Topics
- MUS 797 (3) Special Studies

## Instructional Concentration 15 hours

This program is designed to provide knowledge and skills for individuals to function effectively in positions of leadership or the teaching environment. *This is not a certification program for teachers or administrators but may be utilized for professional advancement.*

- SED 602 (3) Strategies and Techniques for Teaching
- SED 613 (3) Current Educational Issues
- SED 706 (3) Theory and Practice of Instruction
- SED 765 (3) Seminar in Curriculum Problems
- SED 770 (3) Practicum in Systematic Curriculum Development

## Master of Arts (MA) in Educational Administration and Community Leadership (EAD)

The department provides courses and programs for graduate students preparing for leadership positions in schools and other community-based human service organizations. Opportunities for advanced specialized study are available in addition to preservice preparation programs. The programs and courses in educational administration and community leadership are:

### Master of Arts Degree Programs:

1. General Educational Administration
2. School Principalship
3. Community Leadership

## Admission Requirements for Master of Arts Candidates

1. Applicants must meet the requirements for admission to the College of Graduate Studies.
2. Applicants must provide evidence of promise as an administrator by preparing and submitting an admission portfolio directly to the Department of Educational Administration and Community Leadership. The following items must be included in the contents of the portfolio:
  - a. A current resume identifying training, experience, and professional accomplishments;
  - b. Two letters of reference from individuals who can appropriately address the applicant's potential as an administrator;
  - c. A one page statement addressing the applicant's beliefs about administration;
  - d. A one page statement of professional goals and actions the applicant intends to take to achieve them;
  - e. Identification of three to five significant activities which indicate experiences, abilities, and potential for administration. For each activity identified, the applicant should indicate the nature of the activity, type and number of persons involved, roles and responsibilities of the applicant, budget (if applicable), and a reflective statement addressing what learning occurred for the applicant.

3. Regular admission will be granted only after the admission portfolio has been reviewed and deemed acceptable by a committee of EACL faculty. Acceptability will be judged on the appropriateness of the contents of the admission portfolio relative to the degree program to which application is being made. The applicant's statements about beliefs, professional goals, and activities must show evidence of thoughtfulness, thoroughness, and congruence with the degree program to which the application is directed.

Any applicant whose portfolio has not been received at the time the Department of Educational Administration and Community Leadership acts upon the admission application may receive conditional admission. However, no more than twelve credits taken during conditional admission status will be counted towards a degree. It is advantageous for the applicant to submit the admission portfolio as early as possible.

## Residency

Purpose: To provide the student with an appreciation of an identification with the university and the department and to further the opportunities to have direct contact with university support devices, faculty, and other students. Procedure: a student can satisfy the residency requirement by completing nine (9) semester hours in EAD prefixed courses on campus. Courses identified by the College of Graduate Studies as being included in the category of "courses of unspecified or variable credit" cannot be used to satisfy the residency requirement.

## Credit Limitation

Courses in the department that are subject to graduate credit limitation under the policy covering specified content or variable credit are the following: EAD 592, 650, 680, 687, 688, 689, 695, 699, 750.

## General Educational Administration

### Additional Admission Requirements

Must have a valid Michigan teaching certificate or equivalent (if appropriate).

### Degree Requirements

1. *Courses in Educational Administration (20 hours)*  
Required: EAD 600, 660, 663, 664, 666, or equivalents.
2. *Additional Courses (10 hours minimum)*  
Selected in consultation with adviser.

## Community Leadership

The program is designed to prepare administrators of community based human service agencies, community school directors, administrators of adult education programs and others who administer education programs in non-school settings.

### Additional Admission Requirements

Must have a valid Michigan teaching certificate or equivalent (if appropriate).

### Degree Requirements

1. *Courses in Educational Administration (20 hours)*  
Required: EAD 600, 609 or 667, 610, 660, 699, or equivalents.
2. *Additional Courses (10 hours minimum)*  
Selected in consultation with adviser.

## Master of Arts (MA) in Humanities

This 30-semester-hour program is designed to integrate the study of the Humanities in an interdisciplinary format. Because the various areas of the Humanities are naturally interrelated, they are best understood and appreciated from an interdisciplinary perspective. This degree program is appropriate for teachers in all areas of the Humanities, for pre-professional students, and generalists.

In order to ensure both coherence and the advantages of complementary disciplinary approaches in the program of studies, each student's course work must be approved in advance by a faculty adviser. Course work leading to the degree will be organized around a core (15-18 hours) of courses that are integrated by topic or theme (e.g., The Rise of Industrial Society, Images and Ideas of Self, Moderns vs. Ancients, Romanticism and Classicism).

## Admission Requirements

Admission requirements are the same as those for admission to the College of Graduate Studies (baccalaureate degree and overall GPA of 2.5) and a minimum of 20 hours of course work in areas of the Humanities (history, literature, philosophy, etc.) with a GPA of 2.7.

## Degree Requirements

To qualify for graduation, candidates for the Master of Arts (MA) in Humanities degree must meet all of the requirements found in the "Graduate Degree Requirements" and the following requirements:

1. A minimum of 30 hours of graduate credit in the Humanities including:
  - a. 6-9 hours of history
  - b. 6-9 hours of literature
  - c. 6-9 hours of course work in any of the following areas or in areas approved by the student's faculty adviser: art or music (non-studio/non-performance), religion, philosophy, cinema
  - d. 6 hours Plan A or B
2. A minimum of 15 hours of the above requirements must be in courses numbered 600 or above.

## Plan A

Six (6) hours of Thesis HUM 799 1-6 (Spec) with oral defense.

## Plan B

Six (6) hours of elective course work approved by faculty adviser, 3 hours of which may be in a curriculum development course (e.g., HST 601, ENG 615). Students electing Plan B must submit a paper prepared in connection with a seminar or as an independent study that will serve as evidence of the student's scholarship.

## Representative Courses

- ART 597 (3) Special Studies
- BCA 525 (3) Film Genre Study
- ENG 656C (3) Seminar in American Literature
- HST 602 (3) Colloquium in United States History to 1865
- MUS 797 (3) Special Studies
- PHL 597 (3) Special Topics: Philosophical Problems of the Self

**Total**

**30 hours**

# Master of Arts (MA) in Special Education

The Master of Arts in Special Education degree is designed for students who already possess a Special Education Endorsement in the area of Mental Impairment, Emotional Impairment or Learning Disabilities and want advanced specialization in special education. These programs are designed to provide training experiences leading to the development of those competencies specifically related to working with handicapped persons in a variety of public school and community settings as a teacher or teacher consultant, or to add other Special Education endorsements.

**The Master Teacher:** The Master of Arts in Special Education degree is conceptualized as a degree designed specifically to build upon the strengths of special educators who already possess a special education endorsement in the areas of emotional impairment or mental impairment. It is intended to expand their skills and knowledge base in order to prepare them to assume the role of what the Carnegie Report refers to as the "Master Teacher."

## Admission Requirements

Beyond the standards of Graduate School admission, Special Education requires the following:

1. Prior to admission to a master's degree program, the candidate must possess approval in the area of Mental Impairment, Emotional Impairment or Learning Disabilities. If an additional area of Special Education is being pursued as part of the master's degree program, the candidate must meet all requirements for the approval before the master's degree may be awarded. Those who have a bachelor's degree and a Michigan Elementary or Secondary Professional, Permanent or Life Certificate in some areas of concentration other than Special Education should contact the Teacher Education Student Services Office (Ronan 203, CMU, Mt. Pleasant, MI 48859, (517) 774-3308) in regard to requirements for adding the major in mental or emotional impairment.
2. Conditional Admission to the Master of Arts in Special Education degree program requires an undergraduate cumulative grade point average of 2.75. (Applicants below the required grade point average may appeal through the Dean of the College of Extended Learning for exception.) Additionally, applicants are required to submit a current statement of purpose for pursuing the degree, two letters of recommendation regarding the applicant's performance with Special Education populations, and evidence of approval in Mental Impairment, Emotional Impairment or Learning Disabilities.
3. Any applicant who is not admitted to a degree option in Special Education may reapply to that option by following the same procedures for the initial application.
4. After each applicant with Conditional Admission has completed 10 semester hours of graduate study on the program at Central Michigan University with a grade point average of 3.0 or higher, he or she may petition for reclassification for Regular Admission. The faculty will then determine whether Regular Admission will be granted. An Authorization of Degree Program form must be filed at this time by students granted Regular Admission.

**Prerequisites:** Special Education endorsement of SPE 126, 500, 550 within the last ten years.

## Degree Requirements

To qualify for graduation, candidates for the Master of Arts (MA) in Special Education degree must meet all of the requirements found in the "Graduate Degree Requirements" and the following requirements:

1. Earned a minimum of 33 semester hours of acceptable graduate credit (18 semester hours of which are required core courses).
2. Earned a minimum of 18 semester hours from Central Michigan University.
3. Submitted evidence of scholarship by meeting the Plan A or Plan B paper requirement.

### I. Program Core

**18 hours**

- SPE 600 (3) Current Issues in Special Education
- SPE 679 (3) Behavioral and Curricular Interventions for Persons with Mild Handicaps
- SPE 695 (3) Research for Counseling and Special Education
- SPE 750 (3) Consultant Skills for Special Educators and Counselors
- SPE 785 (3) Seminar in Special Education
- SPE 790 (3) Seminar: Investigations and Solutions in Special Education

### II. Electives

**15 hours**

To be selected in consultation with an academic adviser.

**Total**

**33 hours**

# Doctor of Audiology (Au.D.)

## Admission and Degree Requirements for Students who have a Master's Degree in Audiology

### Admission Requirements

1. Applicants must have a Master's degree in Audiology, and either the Certificate of Clinical Competence in Audiology (CCC-A) granted by the American Speech-Language-Hearing Association or a valid State license to practice Audiology.
2. Applicants must have worked as audiologists for a minimum of 32 hours per week for at least four of the past five years and must have at least five years of professional audiological experience beyond the master's degree (including the CFY).
3. Applicants must have a minimum GPA of 3.0 in their previous audiology graduate work.
4. Applicants must submit three letters of support.
5. Applicants from non-English speaking countries must achieve a minimum score of 600 on the Test of English as a Foreign Language (TOEFL).

### Degree Requirements

Successful completion of the Au.D. requires a minimum of 36- 40 hours of course work beyond the master's degree and a GPA 3.0 or better. At least 24 of the 40 hours must be earned at the 600 level or above, and at least 18 of the last 21 hours earned at the 700 level or above.

The minimum of 36 - 40 hours of coursework, including practica and capstone credit, are distributed among a "core" sequence that is taken by all students and an "elective" sequence determined jointly by individual students and their advisory committees.

### Core Sequence (21 - 25 credit hours)

CDO 762	(3)	Advanced Amplification for the Hearing Impaired
CDO 849	(4)	Advanced Clinical Practicum: Audiology*
CDO 783	(3)	Advanced Electrophysiological Techniques in Audiology
CDO 853	(3)	Psychosocial Aspects of Hearing Loss
CDO 898	(12)	Doctoral Research Project

**\* May be waived based on student's professional experience.**

### Elective Sequence (minimum of 15 credit hours)

The student and an Advisory Committee, comprised of at least two faculty members from the Division of Audiology, will develop jointly a sequence of elective courses. As a minimum, this sequence consists of 15 credit hours selected primarily from course offerings within the Au.D. curricula; however, upon review of the student's previous graduate coursework, professional experiences, and continuing education, electives beyond the 15 credit hour minimum can be assigned to the student's program.

### 1) Comprehensive Examination

Upon successful completion of 24 credit hours of academic coursework, excluding clinical practica, and prior to enrolling in more than 3 hours of CDO 898 - Doctoral Research Project, the student must pass comprehensive examinations consisting of a total of 12 hours of written evaluation broken down into the following content areas and times: Auditory & Vestibular Systems, Speech and Hearing Science (2 hours); Habilitative/Rehabilitative Audiology (2 hours); Clinical Professional Issues (2 hours); and Case Studies (2 hours). If a student fails the comprehensives, the student advisory committee may require additional coursework before the student may retake comprehensives.

### 2) Practica

Students are required to enroll in CDO 849 - Advanced Clinical Practicum: Audiology for four (4) credit hours during their first semester of coursework. This requirement may be waived by the student's advisory committee upon consideration of the student's previous professional clinical experience. Conversely, the advisory committee may require additional practica depending upon performance in CDO 849.

### 3) Capstone Experience

Student must complete CDO 898 - Doctoral Research Project for a total of 12 credit hours. Students may enroll for the capstone experience as variable credit in blocks ranging from 1-12 credit hours. Concurrent with enrollment in CDO 898 the student will select a capstone project director who must be a graduate faculty member in the Division of Audiology. The student, in consultation with the capstone project director, will form a capstone project committee comprised of two additional graduate faculty members. The capstone project director will serve as chairperson of the capstone project committee and at least one of the other two members must be an Audiologist.

Prior to initiating the capstone project, it must be approved by the capstone committee and by the College of Graduate Studies. Upon completion of the capstone project, the student must present it to the committee in an acceptable format. In addition, the student must pass an oral examination over the completed capstone project. The capstone project committee will determine if the student receives credit for CDO 898.

The capstone project must be prepared according to the regulations prescribed by the College of Graduate Studies' most recent edition of the *Preparation Guide for Doctoral Dissertations and Theses* and must be submitted to *Dissertation Abstracts international*.

**Credit Limitation.** Courses in the department that are subject to graduate credit limitation under the policy concerning unspecified content or variable credit are the following: CDO 537, 637, 741, 749, 790