

## 2002-2003 BULLETIN

### 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 2.7 may be considered for conditional admission.

#### 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). This includes all Institutional Review Board (IRB) requirements including the End of Data Collection Report.
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.

## 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

(12-18 credits)

### 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

**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 Communication
- MGT 667 (3) International Business
- 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) Labor Relations Issues\*
- PSC 511 (3) Personnel and Organization in Public Bureaucracies\*\*\* **OR**
- PSC 711 (3) Public Personnel Administration Practice\*\*\*
- PSC 785 (3) Strategic Leadership
- PSY 535 (3) Organizational Psychology\*\*

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

- EAD 610 (3) Grants and Fund Procurement
- 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
- PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations
- 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

(15-18 credits)

### 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.

### Required Courses: (12 hours)

- HSC 520 (3) Health Services Administration\*
- HSC 570 (3) Financial Aspects of Health Services Organizations
- HSC 571 (3) Legal Aspects of Health Services Organizations
- HSC 607 (3) Health Service Organizations: Origins, Systems and Applications

### Elective Courses: (3-6 hours selected with adviser)

- HSC 538 (3) Development of Proposals and Reports in Health Administration
- HSC 544 (3) Biostatistics
- HSC 545 (3) Health Planning
- HSC 572 (3) Quality Improvement in Health Services
- HSC 601 (3) Computerized Health Care Systems and Applications\*
- HSC 617 (3) Community and Public Health
- HSC 680 (3) Managed Care: Origins, Organizations and Operations
- HSC 700 (3) Program Evaluation in the Health Fields

\*Advisers may recommend to the MSA director the substitution of another course for HSC 520, if the student has appropriate management experience.

## Hospitality & Tourism Administration Concentration

(12-15 credits)

### 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

#### 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 Services 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

(12-18 credits)

### 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:

#### 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) Labor Relations Issues
- 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) Personnel Compensation Practice and Procedures
- MGT 647 (3) Employee 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.

\* 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

(12-18 credits)

### 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

- CPS 603 (3) Computer Information Systems\* **OR**
- BIS 601 (3) Management Information Systems
- 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>
- BIS 635 (3) Business Systems Applications<sup>1\*\*\*</sup> **OR**
- CPS 612 (3) Software Project Management

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.

<sup>1</sup>Has prerequisites.

<sup>\*\*</sup>Students cannot take both BIS 601 and CPS 603.

<sup>\*\*</sup>Students cannot take both BIS 630 and CPS 510.

<sup>\*\*\*</sup>Students cannot take both BIS 635 and CPS 612.

Note: Above is the suggested order for IRM courses.

## International Administration Concentration

(12-18 credits)

### 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

- 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 Business
- 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.

## Leadership Concentration

(12-18 credits)

### Statement of Purpose

The Leadership Concentration enables students to enhance their knowledge and skills in the areas of leadership, group dynamics, organizational change, management of conflict, negotiation, cultural diversity and communication.

#### Required Course (3 credits):

- PSC 785 (3) Strategic Leadership

#### Electives (9-15 credits):

- IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information
- IPC 561 (3) Communication in Conflict Management
- IPC 665 (3) Seminar in Negotiation in Employee Relations
- IPC 667 (3) Advanced Studies in Intercultural Communications
- MGT 646 (3) Labor Relations Issues
- MGT 649 (3) Seminar in Organizational Development
- MSA 696 (3) Special Topics (Possible topics: Cultural Diversity, Managing Information Technology)\*

PSY 531 (3) Group Dynamics

PSY 535 (3) Organizational Psychology\*

One specialized course determined by the MSA Director.

\*Student cannot take both MSA 620 and PSY 535

## Public Administration Concentration

(15-18 credits)

### 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

- 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) Foundations of Public Administration
  - 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) Implementation and Reform of Public Programs
  - PSC 713 (3) Public Budgeting and Finance
  - PSC 714 (3) Program Analysis and Evaluation
  - PSC 773 (3) Public Administration and Public Interest
  - PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations
  - PSC 775 (3) Organization Theory in Public Administration
  - PSC 780 (3) Research in Public Administration in Political Science
  - PSC 785 (3) Strategic Leadership
- 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) Labor Relations Issues

## Software Engineering Administration Concentration

(18 credits)

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

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

## Vehicle Design and Manufacturing Administration Concentration (18 credits)

### Statement of Purpose

The Vehicle Design and Manufacturing Administration (VDMA) concentration prepares students to take leadership responsibility in vehicle design and manufacturing administration.

### The Vehicle Design and Manufacturing Administration Courses

- IET 500 (3) Production Concepts
- IET 501 (3) Application of Industrial Management Principles
- MGT 542 (3) Inventory and Materials Management
- MGT 543 (3) Management and Control of Quality
- MKT 665 (3) Management of Integrated Logistics Systems
- MSA 610 (3) Environments in Administration

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

**Note:** This concentration is available only for cohorts, not open enrollment. Students should check with their program administrator or adviser.

## Graduate Certificate Programs

The Graduate Certificate in General Administration, Health Services Administration, Hospitality and Tourism Administration, Human Resources Administration, Information Resource Management, International Administration, Leadership, 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. Courses used on previous CMU graduate degrees or certificates may not be counted toward another certificate. 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 credits

### 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

**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 Business
- 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) Labor Relations Issues\*
- PSC 511 (3) Personnel and Organization in Public Bureaucracies\*\*\* **OR**
- PSC 711 (3) Public Personnel Administration Practice\*\*\*
- PSC 785 (3) Strategic Leadership
- PSY 535 (3) Organizational Psychology\*\*

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

- EAD 610 (3) Grants and Fund Procurement
- 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
- PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations
- 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 credits

#### Required Courses: (12 credits)

- HSC 520 (3) Health Services Administration\*
- HSC 570 (3) Financial Aspects of Health Services Organizations
- HSC 571 (3) Legal Aspects of Health Services Organizations
- HSC 607 (3) Health Service Organizations: Origins, Systems and Applications

#### Elective Courses: (3 hours selected with adviser)

- HSC 538 (3) Development of Proposals and Reports in Health Administration
- HSC 544 (3) Biostatistics\*\*
- HSC 545 (3) Health Planning
- HSC 572 (3) Quality Improvement in Health Services
- HSC 601 (3) Computerized Health Care Systems and Applications\*
- HSC 617 (3) Community and Public Health
- HSC 680 (3) Managed Care: Origins, Organizations and Operations
- HSC 700 (3) Program Evaluation in the Health Fields

\*Advisers may recommend to the MSA director the substitution of another course for HSC 520, if the student has appropriate management experience.

## Hospitality & Tourism Administration Certificate 15 credits

#### 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 Services 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 credits

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) Labor Relations Issues
- 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) Personnel Compensation Practice & Process
- MGT 647 (3) Employee 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 credits

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

One specialized course determined by the MSA director.

**Note:** No more than a total of 12 hours of College of Business course may be used on the program plan.

<sup>1</sup>Has prerequisites.

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

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

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

**Note:** Above is the suggested order for IRM courses.

## International Administration Certificate 15 credits

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

## Leadership Certificate 15 credits

### Required Course (3 credits):

PSC 785 (3) Strategic Leadership

### Electives (12 credits):

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

IPC 561 (3) Communication in Conflict Management

IPC 665 (3) Seminar in Negotiation in Employee Relations

IPC 667 (3) Advanced Studies in Intercultural Communications

MGT 646 (3) Labor Relations Issues

MGT 649 (3) Seminar in Organizational Development

MSA 696 (3) Special Topics (Possible topics: Cultural Diversity, Managing Information Technology)\*

PSY 531 (3) Group Dynamics

PSY 535 (3) Organizational Psychology\*

One specialized course determined by the MSA director.

\*Student cannot take both MSA 620 and PSY 535

## Public Administration Certificate 15 credits

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) Foundations of Public Administration

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) Implementation and Reform of Public Programs

PSC 713 (3) Public Budgeting and Finance

PSC 714 (3) Program Analysis and Evaluation

PSC 773 (3) Public Administration and Public Interest

PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations

PSC 775 (3) Organization Theory in Public Administration

PSC 780 (3) Research in Public Administration in Political Science

PSC 785 (3) Strategic Leadership

### 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) Labor Relations Issues

## Software Engineering Administration Certificate 18 credits

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

## Vehicle Design and Manufacturing Administration Certificate 18 credits

IET 500 (3) Production Concepts

IET 501 (3) Application of Industrial Management Principles

MGT 542 (3) Inventory and Materials Management

MGT 543 (3) Management and Control of Quality

MKT 665 (3) Management of Integrated Logistics Systems

MSA 610 (3) Environments in Administration

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

**Note:** This certificate is available only for cohorts, not open enrollment. Students should check with their program administrator or adviser.

## Master of Arts (MA) in Education

The Master of Arts degree in Education 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 degree in Education program requires the student to complete a core of 18 credit hours, which includes an integrating experience (Capstone Project). An additional 15 credit hours must then be completed with specific courses determined by the academic adviser. 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 or 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) degree in Education 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 Capstone Project requirements.

**TOTAL**

**33 hours**

## I. Program Core 18 hours

- CED 655 (3) Human Relations Skills
- CED 670\* (3) Independent Study (Capstone Project)
- EDU 590 (3) Microcomputers in Classroom Instruction
- EDU 614 (3) Advanced Educational Psychology
- EDU 660 (3) Methods of Educational Research
- EDU 705 (3) Theory and Practice of Curriculum Development

\*CED 670 (3) Independent Study (Capstone Project) – 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

### 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) Adult Literacy and Society
- EAD 624 (3) Planning for Instruction in Non-Traditional Settings
- EAD 626 (3) The Adult Learner
- EAD 667 (3) Administration of Community Education
- EDU 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 CED 670.

#### Advanced Coaching Courses

(5 required credits from the following)

- PES 560 (3) Principles and Foundations of Coaching
- PES 570 (2) Advanced Coaching in Basketball
- PES 572 (2) Advanced Coaching in Baseball
- PES 574 (2) Advanced Coaching of Football
- PES 690 (2) Practicum

or other sports as determined by adviser

(10 required credits from the following)

- PES 582 (2) Current Applications of Athletic Training Techniques
- PES 606 (3) Motor Learning and Human Performance
- PES 611 (2) Psychology of Sport

### Community College 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 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
- EDU 602 (3) Strategies and Techniques for Teaching
- EDU 613 (3) Current Educational Issues
- EDU 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 (2) 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, relation, 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.*

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

## Master of Arts (MA) in Educational Technology (EDU/ MLE)

The Educational Technology program prepares students with teaching certificates to provide instruction utilizing new learning technologies. The technologies addressed in this program include multimedia, telecommunications, and distance learning. While meeting the needs of the classroom teacher, this program also prepares individuals for technology leadership roles.

The degree program requires a minimum of 18 hours of required core courses, 9 hours of elective courses, 3 hours of history/philosophy of education courses and 3 hours of research courses. All candidates for the M.A. must complete the Educational Technology Seminar, resulting in a terminal project. Educational Technology projects must demonstrate effective uses of technology in K-12 classroom settings.

### Admission Requirements

In addition to the university's general admission requirements, the student must have a valid K-12 teaching certificate or equivalent. Regular admission in the program requires an undergraduate grade point average of at least 2.7 (on a 4-point scale). Students with a GPA below 2.5 will not be considered for admission for the graduate program in teacher education. A maximum of 9 hours taken before signing the master's program may be counted on the program. Students must earn a B- or better in each graded course within the 9 hours taken.

Advisers for the master's program are assigned only after the student has been regularly or conditionally admitted to the College of Graduate Studies and has selected an option.

#### Required Core Courses (Total of 18 hours)

- EDU 590 (3) Microcomputers in Classroom Instruction
- EDU 595 (3) Telecommunication in Education
- EDU 642 (3) Instructional Multimedia
- EDU 643 (3) Instructional Design
- EDU 707 (3) Seminar: Issues in Educational Technologies
- EDU 710 (3) Seminar: M.A. Terminal Project

#### Elective Courses (Total of 9 hours)

- EDU 506 (3) Individualized Instruction
- EDU 510 (3) Educational Media and Technology
- EAD 610 (3) Grants and Fund Procurement
- EDU 708 (3) Distance Education
- EDU 709 (2) Innovative Uses of Technology

#### Research (Total of 3 hours)

- EDU 614 (3) Advanced Educational Psychology
- EDU 660 (3) Methods of Educational Research
- EDU 662 (3) Applied Educational Measurement and Evaluation

**Total Hours (Minimum 33 hours)**

## 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) degree in Humanities 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 Science (MS) in Nutrition and Dietetics

The MS degree in Nutrition and Dietetics is designed to provide advanced training in human nutritional sciences for new and experienced professionals. Its objectives are to enhance the graduate's knowledge base and expertise in the continually advancing field of clinical dietetics and to provide graduates with the quantitative and methodological knowledge necessary to better interpret the scientific literature to conduct their own nutritional research.

The MS degree in Nutrition and Dietetics Program offers the seven core courses only through distance and distributed learning. This approach employs both Web-based technology and video taped lectures to provide course content. The remaining course work may be completed at a distance.

### Admission requirements:

1. An undergraduate grade point average of at least 3.0 (on a 4-point scale) in the last 60 semester hours of course work.
2. Successful completion of the requirements for dietetic registration by the American Dietetic Association or fulfillment of the minimum academic requirements of the Didactic Program in Dietetics approved by the American Dietetic Association's Commission on Accreditation/Approval for Dietetics Education or the equivalent.
3. An essay (2-3 pages, double-spaced) including a discussion of the applicant's goals and how completion of the program will facilitate his or her achievement of those goals. A portion of this essay should focus upon the unique qualifications the student will bring to the degree program. In addition, the student's intent to complete either a Plan A – Thesis or a Plan B – Project and the generalized subject matter of the thesis or project should be included in the essay. This essay replaces the written statement requested as part of the application to the College of Graduate Studies.
4. Three (3) letters of recommendation from former professors or professionals in the field of nutrition and dietetics.
5. Evidence of successful completion of an undergraduate statistics course is strongly recommended.
6. Per university policy, conditional admission may be considered for applicants with backgrounds or grade point average deficiencies. Courses taken to make up admission deficiencies may not be counted

toward graduate degree requirements. Regular admission status should be requested upon completion of all deficiencies.

7. Up to 12 semester hours of graduate credit may be transferred in from another institution with approval of adviser.

This degree program requires 19 hours of core courses. Plan A (thesis option) requires an additional 6 hours of thesis and 6 hours of electives to be selected with the approval of the student's academic adviser. Plan B (non-thesis option) involves an additional 18 hours of required course work including 12 hours of dietetic internship providing clinical, food service administration, and community nutrition experiences, a 3 credit hour Plan B paper and/or project, and 3 hours of electives selected with the approval of the student's academic adviser.

#### Core Courses (19 hours)

- HEV 576 (3) Research Methods in Nutrition
- HEV 661 (3) Macronutrients
- HEV 662 (3) Micronutrients
- HEV 670 (1) Seminar: Nutrition
- HEV 672 (3) Advanced Clinical Nutrition
- HEV 673 (3) Nutritional Assessment
- HEV 677 (3) Nutritional Epidemiology

#### Plan A--Thesis Option (12 hours)

- HEV 798 (6) Thesis

#### Additional Program Requirements:

An oral examination on the thesis topic and 6 additional hours of electives selected with the approval of the student's academic adviser.

**Plan A total: 31 credit hours**

#### Plan B--Non-Thesis Option (18 hours)

- HEV 674 (5) Dietetic Internship: Clinical Experience\*
- HEV 675 (5) Dietetic Internship: Food Service Administration Experience\*
- HEV 676 (2) Dietetic Internship: Summary Experience\*
- HEV 790 (3) Independent Study (Plan B paper and/or project)

#### Additional Program Requirements:

An oral examination over course work, completion of a Plan B paper and/or project acceptable to the student's Graduate Program Committee, and 3 additional hours of electives selected with the approval of the student's academic adviser.

\* In some cases, twelve credits may be earned through examination to substitute for the dietetic internship experience. Students must be eligible and must pass the examination to earn the twelve credits. Contact the Department of Human Environmental Studies for the policy on Credit by Examination for Dietetic Internship Experience.

**Plan B total: 37 credit hours**

**Note:** Students must apply through the on-campus process for this program. Call 989-774-2613 for information.

## Master of Arts (MA) in Counseling

The Counselor Education faculty at Central Michigan University offer courses and programs designed to prepare students to work as counseling personnel in public and private schools, institutions of higher education, community-based social service agencies, and private practice. Many are offered nights and weekends to better accommodate the nontraditional student. Students who successfully complete the program for Counselor Education earn a Master of Arts degree in Counseling.

Faculty members include licensed professional counselors, nationally certified counselors, and licensed psychologists. Teaching excellence is a top priority of the faculty.

Each student participates in a supervised counseling experience (practicum) in the Human Development Clinic located in Rowe Hall. The Human Development Clinic provides counseling, special tutoring, and psychological assessment services for community residents, area school children, and Central Michigan University students. As a required part of their counseling education, advanced students ordinarily perform these services under the supervision of the Counselor Education faculty. Among the services provided are individual counseling for children, adolescents and adults; family and couples counseling; play therapy for children; referral help in finding appropriate services for identified problems; and consultation with community agencies and schools. In addition to serving the needs of referrals during the school year, the Human Development Clinic provides extensive counseling and consultative services during the summer months. The Human Development Clinic is administered by the Department of Counseling and Special Education.

**Note:** The off-campus delivery of this cohort program does not include practicum in the Human Development Clinic, course selection is prescribed, and Teacher Certification is no longer required by State law.

#### Admission Requirements

A. Applicant screening meetings are conducted twice a year. Materials submission deadlines are February 1 and September 1.

B. In addition to submitting the application, all transcripts, and written statement of purpose and general plans for graduate study, the applicant must arrange for a recent (not more than five years old) Miller Analogies (MAT) Test score to be sent directly to the Department of Counseling and Special Education. The MAT score, undergraduate GPA, and the applicant's statement of purpose and general plans for graduate study are all considered in determining admission. The MAT is available through testing centers such as the Center for Learning Assessment located on the CMU campus.

C. Applicants chosen in the screening process will be initially admitted to the program on a Conditional basis. To be eligible for Regular Admission status, the student must first complete a minimum of 10 semester hours of course work in the Counselor Education program with a minimum 3.0 grade point.

D. In addition to the above requirements, school counseling applicants must have or be eligible for Teacher Certification.

#### Degree Requirements

The candidate should decide on one of the following program options and complete their Authorization of Degree Program form with their assigned adviser after achieving Regular Admission status. Elective courses will be selected with the approval of the adviser. The faculty recommends taking the comprehensive examination during the semester the student intends to graduate.

#### Option: School Counseling

(48 credit hours)

The school counseling option is designed for students with Teacher Certification who wish to earn a School Counselor Endorsement. Potential work settings would include: elementary schools, middle schools, secondary schools, or K-12 schools. In addition, School Counseling graduates will meet the academic requirements for licensure as a professional counselor (LPC) in Michigan.

#### Core Requirements (33 credit hours)

- CED 610 (3) Career Development and Counseling **OR**
- CED 611 (3) Developmental Career Counseling
- CED 630 (3) Counseling Ethics and Professional Issues
- CED 640 (3) Standardized Tests
- CED 650 (3) Theories and Techniques of Group Counseling
- CED 660 (3) Counseling Techniques
- CED 677 (3) Theories of Counseling
- CED 690 (3) Supervised Experience in Counseling
- CED 691 (3) Internship in Counseling
- CED 695 (3) Research for Counseling and Special Education
- CED 765 (3) Professional Counseling and Consulting

### Additional Option Requirements (10-13 credits)

- CED 504 (3) Introduction to School Counseling
- CED 515 (3) Basic Group Participation
- CED 651 (3) Counseling With Children  
Comprehensive Examination
- Plan A Thesis (CED 698, 6 credits) **OR** Plan B Paper (CED 670,  
Independent Study 3 credits)

### Electives (To bring total program credit hours to at least 48)

- CED 517 (2) Group Experience I
- CED 518 (2) Group Experience II
- CED 583 (3) Counseling Aspects of Sexuality
- CED 620 (3) Introduction to Multicultural Issues in Counseling
- CED 668 (3) Theory and Process of Family Therapy
- CED 670 (1-3) Independent Study
- CED 680 (3) Seminar: Professional Topics (Counseling and  
Special Education Action Series)
- CED 685 (3) Counseling Aspects of Grief and Loss  
Approved Special Education courses

### Option: Professional Counseling

#### (48 credit hours)

This option prepares students who wish to qualify for licensure as professional counselors (LPC) in Michigan. Students will gain knowledge and experience in research, group techniques, counseling theories, ethics, counseling techniques, counseling philosophy, testing procedures, career development, and consulting. Practicum and internship experiences will complete the minimum requirements. Elective hours will allow the individual student to gain additional knowledge and experience in areas of particular interest. Students select CED 502, CED 503, or CED 504 depending on their particular area of interest.

#### Core Requirements (33 credit hours)

- CED 610 (3) Career Development and Counseling **OR**
- CED 611 (3) Developmental Career Counseling
- CED 630 (3) Counseling Ethics and Professional Issues
- CED 640 (3) Standardized Tests
- CED 650 (3) Theories and Techniques of Group Counseling
- CED 660 (3) Counseling Techniques
- CED 677 (3) Theories of Counseling
- CED 690 (3) Supervised Experience in Counseling
- CED 691 (3) Internship in Counseling
- CED 695 (3) Research for Counseling and Special Education
- CED 765 (3) Professional Counseling and Consulting

#### Additional Option Requirements (7-10 credits)

- CED 502 (3) Student Development in Higher Education **OR**
- CED 503 (3) Introduction to Community Agency Counseling  
**OR**
- CED 504 (3) Introduction to School Counseling\*
- CED 515 (1) Basic Group Participation  
Comprehensive Examination
- Plan A Thesis (CED 698, 6 credits) **OR** Plan B Paper (CED 670  
Independent Study, 3 credits)

\*Those students seeking Elementary or K-12 Endorsement must also take CED 651.

#### Electives (To bring total program credit hours to at least 48)

- CED 517 (2) Group Experience I
- CED 518 (2) Group Experience II
- CED 583 (3) Counseling Aspects of Sexuality
- CED 620 (3) Introduction to Multicultural Issues in Counseling
- CED 668 (3) Theory and Process of Family Therapy
- CED 670 (1-3) Independent Study
- CED 680 (3) Seminar: Professional Topics (Counseling and  
Special Education Action Series)
- Approved Special Education courses

## Specialist in Education

### General Educational Administration

This degree is based upon the satisfactory completion of a minimum of 60 semester hours of graduate work beyond the bachelor's degree. During the course of this program, a student may apply for a master's degree when requirements for that degree are satisfied. A student who has already earned a master's degree before enrolling in a specialist program may in consultation with the adviser work out a program which includes previous graduate course work that is pertinent to his or her program. Since a specialist degree implies an understanding of a field in greater depth than that provided by a similar master's degree program, a student whose master's degree is not in the same precise area as the chosen specialist program should expect to do more than 30 semester hours of work beyond the master's degree.

Graduate students, under the specialist degree in general education administration, may select courses that will develop skills in school superintendency, agency administration, or other leadership positions. The student should consult an adviser to develop such a program.

#### Additional Admission Requirements

A valid Michigan teaching certificate or equivalent (if appropriate)

#### Degree Requirements

1. Courses in Educational Administration (40 hours)  
EAD 600, 660, 663, 664, 666, 700, 760, 766, 773, 798, 770 or 772,  
or equivalents
2. Additional Courses (20 hours minimum)  
Selected in consultation with adviser

## 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 a field related to 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 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 course work, 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 committee.

#### Core Sequence (15-19 credit hours)

- CDO 762 (3) Advanced Amplification for the Hearing Impaired
- CDO 783 (3) Advanced Electrophysiological Techniques in  
Audiology
- CDO 849 (4) Advanced Clinical Practicum: Audiology\*
- CDO 853 (3) Psychosocial Aspects of Hearing Loss
- CDO 898 (6) Doctoral Project

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

## Elective Sequence (minimum of 21 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 21 credit hours selected primarily from course offerings within the Au.D. curricula; however, upon review of the student's previous graduate course work, professional experiences, and continuing education, electives beyond the 21 credit hour minimum can be assigned to the student's program.

### 1) Comprehensive Examination

Upon successful completion of 30 credit hours of academic course work, excluding clinical practica, and prior to enrolling in more than three (3) hours of CDO 898 – Doctoral Research Project, the student must pass a comprehensive examination. If a student fails the comprehensive examination, the student advisory committee may require additional course work before the student may retake the comprehensive examination.

### 2) Practica

Students are required to enroll in CDO 849 – Advanced Clinical Practicum: Audiology for four (4) credit hours during their first semester of course work. 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

Students must complete CDO 898 – Doctoral Project for a total of six (6) credit hours. Students may enroll for the capstone experience as variable credit in blocks ranging from 1-6 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.

**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.

# Doctorate of Health Administration (DHA)

The program leading to the Doctor of Health Administration degree is designed to provide advanced academic, relevant, and professionally-oriented education. The curricular and learning outcome objectives of this applied doctorate program are directed toward preparing individuals with the theoretical foundations, applied skills and practical expertise required for leadership positions within the healthcare industry. Emphasis will be given to imparting and advancing skills that foster life-long learning, systematic investigation and testing of practices and operational models via data/evidence-based strategies, and the public dissemination, and reporting of new findings within the field. The intent of the program is to provide advanced knowledge, skills, and abilities to practicing health professionals in a convenient, yet rigorous academic environment.

The program will be delivered in a sequenced manner with fifteen internet-based courses, six intensive face-to-face two and a half-day seminars, a general comprehensive examination, and an applied dissertation. Students matriculating into this program cannot transfer credit into the program or be granted prior experience credit toward semester credit hour degree requirements. A new group of students will begin studies each year. Each student will be assigned an adviser for the didactic portion of the program. Using a modular format, fifteen courses and six intensive seminars during the first two years of the program comprise the didactic portion of the program. The successful completion of a comprehensive examination at the end of the didactic portion of the program will transition the student to doctoral candidate status where the doctoral candidate will begin their dissertation preparation, proposal, implementation, defense to their doctoral committee, and reporting. During the dissertation phase, each student will work closely with a dissertation adviser/major professor. The didactic portion of the program carries fifty-one (51) semester credit hours and the dissertation portion carries twelve (12) semester credit hours for a total of sixty-three (63) semester credit hours for the entire program. Students should complete the program in a three (3) year period and will be encouraged to meet this expectation.

### Year 1 (24 credit hours)

DHA 700	3(3-0)	Leadership: Foundations and Strategies for Healthcare
DHA 702	3(3-0)	Probability and Statistics for the Health Professions
DHA 704	3(3-0)	Population Health
DHA 705	1(1-0)	Seminar in Public Health
DHA 706	3(3-0)	Quantitative Analysis in Health Organizations
DHA 708	3(3-0)	Organizational Theory and Behavior for the Health Professions
DHA 709	1(1-0)	Seminar in Health Dynamics: Current Issues, Trends and Change
DHA 710	3(3-0)	Qualitative and Operational Analysis in Healthcare
DHA 712	3(3-0)	Research Methods and Practice for the Health Professions
DHA 713	1(1-0)	Seminar in Health Services Research

### Year 2 (27 credit hours)

DHA 714	3(3-0)	Health Systems Thinking and Practice
DHA 716	3(3-0)	Communication in Health Organizations
DHA 717	1(1-0)	Seminar in Healthcare Dynamics: Stakeholder Relations
DHA 718	3(3-0)	Healthcare Law, Regulations and Ethics
DHA 720	3(3-0)	Health Economics
DHA 721	1(1-0)	Seminar in Healthcare Policy and Politics
DHA 722	3(3-0)	Health Informatics
DHA 724	3(3-0)	Fiscal Responsibility and Accountability for Health Entities
DHA 725	1(1-0)	Seminar in Strategic Planning for Health Organizations
DHA 726	3(3-0)	Applied Leadership
DHA 728	3(3-0)	Health Systems Excellence

Comprehensive General Examination

### Year 3 (12 credit hours)

DHA 898	12(spec)	Dissertation Design, Implementation, Defense and Reporting
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### Admission Criteria

The minimum requirements and standards for applicant admission to the program include the following criteria:

- An earned regionally accredited master's degree in an appropriate area of study (e.g., health administration, business administration, public health, public administration) or a professional degree (e.g., M.D., D.O., D.D.S.). Other areas of graduate study at the master's degree level will be considered by petition to the faculty. GPA will be considered in the admissions process.

- Satisfactory completion of graduate course work or equivalent must be provided as evidence by student applicants in the areas of health economics or economics, finance, statistics, administration/management, and organizational development/behavior. Any student admitted with a deficiency in one or more of these prerequisite areas will be required to take the necessary courses or successfully complete (success level determined by the faculty) a competency assessment to fulfill these foundational requirements. An applicant with three or more deficiencies may be admitted only on a conditional basis contingent upon the successful completion of all prerequisite course work or competency assessment. Any course taken to fulfill course prerequisite requirements will not count toward the degree program;
- Demonstration of at least five years of work related experience in mid-level or higher health management or health policy positions;
- Oral and written English language proficiency. Applicants whose native language is not English will be required to submit the results of the Test of English as a Foreign Language (TOEFL) scores or another test of English equivalency (such as the ECFMG for physicians who were foreign medical students). This requirement may be waived if prior academic experience and success in other United States colleges/universities or employment settings can be satisfactorily demonstrated;
- Submission of a career goal statement and a current curriculum vitae or resume;
- Letters of recommendation, transcripts and other documentation customarily required for admission to the College of Graduate Studies will be required.

Successful completion of an admission interview with the program faculty.