

Tennessee Wesleyan College Management Excellence Student Guide*



Mission Statement

The Bachelor of Science program in Management Excellence provides educational opportunities to working adult students who desire a reputable approach in studying management and a relevant application link to their working environments. Management Excellence signifies its appropriateness for those working in any facet of society, i.e. industry, education, and government by providing management knowledge that advances a community of learning and seeks to gain the full potential of the working adult. With a focus on management excellence, the program provides education that strengthens abilities in students and communities.

*The Tennessee Wesleyan College Catalog Supersedes any Versions of the ME Student Guide

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**BACHELOR OF SCIENCE
IN
MANAGEMENT EXCELLENCE**

Admission Procedures

The application procedures for the B.S. in Management Excellence consists of the following:

- 1. Admission to Tennessee Wesleyan College (TWC)**
 - Submit a TWC admission application;
 - Pay designated TWC application fee and all other admission fees;
 - Submit all official transcripts from accredited institutions;
 - Have a GPA of 2.0 on all academic work completed.
- 2. Admission to the Management Excellence Program (ME):**
 - Attain the age of 23 and three years of substantial work experience;
 - Completion of at least **60 semester credit hours or an associate's degree** from a post-secondary institution as evidenced by official transcripts sent directly from the college or university to the TWC admissions office;
 - Completion of at least one course from each of the following general education disciplines:
 - Humanities or fine arts
 - Social or behavioral sciences
 - Natural sciences or math
 - Submission of two letters of reference – one employment reference and one character reference;
 - Provide a writing sample of 300-400 word essay (approximately one page, double-spaced, typed) that includes the applicant's purposes and goals for participating in the ME program;
 - Complete a personal interview with an advisor within the ME staff;
 - Submit a tuition deposit of \$100.00 (applied to tuition) to reserve space in the designated cohort group (non-refundable and non-transferable);
 - Students for whom English is a second language must furnish a score of 550 or greater on the TOEFL examination taken within the last five years.
- 3. Upon admission to TWC, the student must:**
 - Contact (see information below) an advisor in the ME staff to schedule an appointment for developing and assessing a program plan, obtaining guidance for letters of recommendation, writing samples, completing a personal interview, and prior learning requirements.
- 4. After following admission procedures, complete the full registration process to begin classes and obtain college services, i.e. library, fee payment, books, ids.**

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Conditional Admission

Students not meeting the stated ME Program admission requirements may be granted conditional admission status upon review by the TWC Enrollment and Academic Status Committee and the ME Admission Committee. Students granted conditional admission status may be required to complete additional coursework and writing requirements. Students should consult with the Director of the Management Excellence Program to correct any admission deficiencies. With conditional admission, the student may register for no more than 12 credit hours and must obtain a GPA of 3.5 in the first term of enrollment in the ME Program. Conditional admission will be determined by Prior Work Experiences, Leadership and Teamwork Experiences, Undergraduate GPA and Coursework, Letters of Recommendation, Writing Sample, Personal Interview.

Conditional admission is removed upon successful completion of first term ME Program requirements.

Financial Information

Students should refer to the current TWC catalog for further financial information and financial aid requirements. The following information applies to the Management Excellence Program.

Basic Tuition and Fees

Management Excellence Program:

\$12,000 for 36 hour program

\$18,000 for 36 hour program plus Human Resource Management Emphasis

*\$19,000 for 36 hour program plus Accounting and Healthcare Management Emphases
(Accounting and Healthcare Management are 21 hour emphasis programs)*

\$ 1,000 per 3 hour class for non-degree seeking students wishing to enroll in emphasis classes

Special Charges and Deposits

<i>Application Fee</i>	<i>\$ 25.00</i>
<i>Transcript Fee</i>	<i>\$ 2.00</i>
<i>Late Registration Fee</i>	<i>\$ 50.00</i>
<i>Graduation Fee</i>	<i>\$100.00</i>
<i>Employer Reimbursed Deferment</i>	<i>\$ 30.00</i>
<i>Return Check Fee</i>	<i>\$ 25.00</i>
<i>Prior Learning Review</i>	<i>\$100.00</i>
<i>Prior Learning Credit</i>	<i>\$200.00 per credit hour for transcribing</i>
<i>Credit by Examination</i>	<i>\$100.00 for transcribing</i>
<i>Proficiency Exam</i>	<i>\$200.00</i>
<i>Proficiency Exam Credit</i>	<i>\$100.00 per credit hour for transcribing</i>

ME Refund Policy

Cohort Term:

- A student withdrawing before the start of the first module of the cohort term will receive a 100% refund of their tuition.
- A 90% refund of tuition may be received up until the start of the second class.
- Any student withdrawing after attending the second class of the cohort term will be liable for the full term's tuition amount.

Emphasis Classes:

- A student withdrawing before the start of an emphasis class will receive a 100% refund of their tuition.
- A 90% refund of tuition may be received up until the start of the second class.
- Any student withdrawing after attending the second class of the cohort term will be liable for the full term's tuition amount.

Federal Aid Refunds:

- Students completely withdrawing from school prior to the end of a term of enrollment, refund eligibility of federal aid will be calculated in accordance with federal directives. The student will be liable for the difference between the tuition amount and the federal aid refund.

FEES SUBJECT TO CHANGE WITHOUT NOTICE*Student Life**

Tennessee Wesleyan College strives to help students find memorable experiences both inside and outside the classroom. A major advantage of attending a small college is that the joys of such activities are heightened by that special caring spirit that forms such a part of the Tennessee Wesleyan experience. Students may refer to the current TWC catalog for further information on student life and services.

Library

Use of the collections and services of The Merner-Pfeiffer Library is a vital element to academic success. Library collections of 170,000+ volumes include books, periodicals, recordings, videos, and electronic resources. Services include interlibrary loan, reserves, class instruction, research consultations and individualized library assistance. The new and improved library site may be found at <http://library.twcnet.edu>. From the website, students and faculty can link to the library's catalog, databases, research guides, 13 policies, and blog; using social networking tools, they may also make comments. Students are given instructions on how to access this website at orientation and also during class presentations. From the library homepage, students may choose the Business tab from the Subject Guides list. The following databases are offered in that category: LexisNexis, JSTOR, Academic OneFile, GeneralBusiness File, and Wall Street Journal Online. JSTOR offers full text to hundreds of scholarly journals and currently has 165 titles in its "Business" category, 25 in "Management and Organizational Behavior," and 11 in "Marketing and Advertising." Additionally, the library has access to over 250 business journals as well as over 3000 business-related titles available in either hardcopy or electronic form. Since the fall of 2006, library staff members have maintained the *BookWise* blog <http://twcbookwise.wordpress.com> to increase awareness of library services and collections; the blog expands upon the *BookWise* email newsletter that is e-mailed to students, faculty and staff. The blog includes the newsletter material but also contains library news, information on local book discussions, links to databases when the proxy server is down, photos of the student assistants, and humorous library-related YouTube videos. All TWC students have an email account and therefore will receive this weekly blog.

Registration and Orientation

A registration/check-in event and an orientation session for the program will be held before the beginning of the first term. During the registration/check-in event, students may discuss matters with financial aid and the registrar's office, if necessary. Final tuition/fees and payment arrangements with the business office are made at this time along with the purchase of textbooks through the campus bookstore. Distribution of curriculum, college catalogs, and student ids will occur at the event. Parking permit registration, if applicable, will also be made available.

Students failing to register during the designated times are subject to late fees assessed in accordance with current TWC policies. The purpose of the orientation session is to familiarize students with the services, resources, policies, and procedures of TWC and the ME Degree Program. During the orientation session, students interested in earning credit through prior learning are required to attend a Prior Learning Seminar to introduce them to alternatives and procedures for obtaining prior learning credit. Examination/Testing procedures, portfolio guidelines, and other prior learning evaluation procedures along with their connection to the American Council on Education (ACE) and Council on Adult and Experiential Learning (CAEL) standards and guidelines are provided. After completion of the seminar, students may prepare prior learning documentation requests to include a Prior Learning Worksheet and submit the materials to the Director of Management Excellence. Assignments for the first week of class will also be made at this orientation session. **All new students are required to attend the orientation session.**

Credit for Prior Learning (Non-Collegiate Instruction)

There are instances in which formal classroom instruction occurs outside the college setting. Tennessee Wesleyan College will consider granting up to 12 semester hours of credit for such work providing:

1. *Formal enrollment and completion documents are presented which include course length and content.*
2. *The course work is applicable to a Bachelor's degree at Tennessee Wesleyan College.*
3. *The total credit awarded when combined with correspondence work and credit by examination does not exceed 24 semester hours.*
4. *The non-collegiate work may not apply toward fulfillment of the ACR. Publications such as "College Credit Recommendations" will be used in determining the awarding of credit for non-collegiate instruction. All credit awarded for non-collegiate instruction must be approved by the appropriate Department Chair/Associate Dean as equivalent to TWC course work.*

Credit for prior learning (non-collegiate instruction) will be assessed when the following is submitted to the ME Director:

1. A portfolio of prior learning in compliance with the American Council on Education (ACE) and the Council on Adult and Experiential Learning (CAEL) guidelines; and
2. A Credit for Prior Learning Application with payment of a **\$100** non-refundable fee per course under consideration.
 - The maximum number of credit hours that may be awarded for prior learning is twelve (12). **For ME students under the age of 25, the maximum number of credit hours that may be awarded for prior learning is six (6).**
 - Evaluations, recommendations, and approvals for prior learning will be made by the ME Director, ME Advisors, TWC faculty members, administrators, and others who teach in academic disciplines for which prior learning credit is requested.
 - The portfolio of prior learning must include a letter of application and a comprehensive, professional resumé with detailed descriptions of prior learning,

experience, education, training, certifications, and workshops completed. A personal interview, written examination, or other skills assessment will be determined by the ME director.

- The student must pay a **\$200** per credit hour transcript recording fee when the prior learning credit has been approved and placed on the academic transcript.
- All prior learning requests and approvals must be completed by the end of the **second term.**

Prior Learning Portfolio Components would include:

Title Page

Prior Learning Request Worksheet

List of classes requested

Resume

Copies of Transcripts

Copies of Prior Learning Documentation by Subject:

1-5 Page Life Learning Essay Displaying Learning and Meeting Necessary

Learning Outcomes

Documentation/Evidence of Learning Per Subject

May include:

Demonstration (live/video-taped)

Presentations (oral/taped)

Reports

Examples of Problems/Solutions/Decision Making

Simulations Exercises/Role Plays

Discussions

Business Reports/Letters/Articles

Models/Diagrams/Concept Maps

Examples of Work

Personal journals

Business Plans/Project Management

Plans/Reports/Budgets

Testimonies

Challenge or Standardized Exams

Sponsored (ACE Guide)/Non-Sponsored Learning

PLA Procedures for Processing

Prior Learning Assessment Portfolios will be submitted to the Site Personnel within the ME Program, who will review them for adequacy in meeting preliminary requirements and the substantive supporting documentation required for Prior Learning Portfolio/Exam Credit. If the portfolio is viewed as substandard, the student will need to revise before further processing. PLA Portfolios deemed adequate for further processing will be submitted to the appropriate college associate dean(s) who will identify and secure the services of faculty member(s) qualified to review the portfolios. In situations where requested prior learning credit is not approved, the faculty member(s) reviewing the portfolio will provide an evaluation sheet/ memo indicating a list of deficiencies and/or suggestions and reasons for decline. The faculty member(s) will return the student prior learning portfolios, with written feedback and signatures, to the college associate dean(s) for review and eventual transfer back to the Site Director(s) who will convey the results to the student. Upon receiving the results, students may make the suggested revisions and resubmit the portfolio for review using the same process as noted above. Upon decline a second time, a student requesting further investigation may follow the TWC Academic Appeals process. Each time the PLA portfolio is submitted, the student will be required to pay designated non-refundable fees per course for review. Upon approval of credit, students will be required to pay a per credit hour fee for transcript recording.

Upon evaluation of prior learning requests, the student will be notified by a ME advisor as to approved credit hours requested, at which time, the student, in consultation with a ME advisor, will determine alternatives for completing the required TWC Baccalaureate degree credit hours. If a student would like to question the decision of the Director of Management Excellence, the student should appeal in writing to the Director. If the decision is not satisfactory, then a student can make a written appeal to the Associate Dean for Business Administration and then to the Vice President for Academic Affairs for further review.

Credit by Examination

Students may earn up to 12 semester hours of college credit (but no more than 24 hours total when combined with non-collegiate instruction) through the following testing programs:

1. **Advanced Placement**—credit given for scores of 3 or better, semester hours determined by the test.
2. **College-Level Examination (CLEP)**—scores above the 50th percentile in subject area tests appropriate to a Bachelor's degree at Tennessee Wesleyan.
3. *Students who have completed Advanced Placement and/or CLEP examinations prior to enrolling at Tennessee Wesleyan should submit official test scores to the Office of Enrollment Services for evaluation of credit. Currently enrolled students interested in taking a CLEP Exam(s) should consult their advisor and obtain the approval of the Vice President for Academic Affairs before doing so.*
4. **Proficiency Examination Program**—credit awarded is determined by recommendations of the American Council on Education.
5. **Proficiency Examination**—credit given for grades of B or better. Subjects are limited to those which lend themselves to the examination/evaluation process. When applying for a proficiency examination, the student must present evidence of having developed the abilities, knowledge, and attitudes expected of those who have taken the course. All examinations must be developed and administered by appropriate faculty and approved by the relevant Department Chair and the Vice President for Academic Affairs. A student may take the proficiency examination only once.

Students are encouraged to consult with the ME Program Director on all Credit by Examination issues to ensure that these credits apply to the ME program.

Credit for Military Service

*Four semester hours' credit in General Physical Education is granted for a minimum of two years' service in the Armed Forces of the United States. Credit may also be awarded for formal service schools based on recommendations from the Office of Education Credit of the American Council on Education. **A copy of the DD214 and service school records will be required before credit can be granted.** Tennessee Wesleyan is a member of Service Members Opportunity Colleges (SOC) and ConAp and adheres to all guidelines of these programs.*

Attendance

Due to the nature of the coursework and program schedules, and in keeping with current business practices, attendance in the Management Excellence modules is mandatory and is recorded during each session.

1. One absence may be reserved for emergencies, for which the instructor must be notified as soon as possible.
2. Otherwise, two or more absences during the module, regardless of the reason, will result in a substantial grading penalty and possible removal from the course.

3. Arriving late to class or departing early is considered an absence.
4. Students having a total of six accumulated absences will be terminated from the ME program.

Academic Polices

Graduation Requirements

Students must meet the following requirements in order to receive the Bachelor of Science in Management Excellence:

1. Complete a total of 128 semester hours comprised of the equivalency of the TWC Baccalaureate Core Curriculum, additional coursework or prior learning, and the ME Core Curriculum;
2. Maintain a 2.00 TWC grade point average and achieve a minimum 2.00 TWC grade point average in the major of study;
3. Complete the ME Program Core Curriculum with a minimum grade of “C-“ in each course;
4. Complete a minimum of 30 semester credit hours of 300/400 level courses;
5. Transfer no more than a total of 64 semester hours from all two-year regionally accredited institutions attended and a maximum of 96 semester hours combined from all two-year and four year regionally accredited institutions attended;
6. Earn at least 25% (32 semester hours) of the credit hours required for the degree at TWC;
7. Follow the terms stated for the ME program as outlined in the ME Catalog at the time of graduation or the one published at first enrollment;
8. Apply no more than 24 semester credit hours of prior learning (non-collegiate instruction)/examination credit to the Baccalaureate degree;
9. Submit TWC “Intent to Graduate” form to TWC registrar at least one semester prior to the term intended to graduate;
10. Take applicable assessment test in major study area;
11. Successfully demonstrate computer proficiency;
12. Submit prior learning documentation and obtain necessary approvals by the end of the 2nd Term of the ME.

Course Requirements

With regard to the ME curriculum, transfer credits and prior learning are accepted as part of the 128 hour TWC baccalaureate degree but no such courses or learning may apply to the 12-course, 36 hour ME program. Students must complete the ME courses (no substitutions and no exemptions) in the sequence stated due to each being a prerequisite for the subsequent courses. Students may take electives during the program with approval of a ME advisor. Prior learning and examination credit may (upon approval) be given for business administration elective credit only. Students will also be given the opportunity to choose an emphasis in Accounting, Human Resource Management, or Healthcare Management by taking courses listed on pages 66-67 of the current TWC catalog. However, in order to support the time of completion and adult learning of the ME program, these courses will be offered alongside the ME Program on a different evening than the ME coursework. The Accounting and Human Resource Management courses will be offered in 10 week blocks. The courses for the Healthcare Management Emphasis will also be offered in a 10 week block, but in an online format. Some courses will use a hybrid format requiring the use of the TWC Learning Management System (LAMP). Please refer to your instructor for these requirements and usage of the system. The College reserves the right to reject transfer courses submitted that were not first approved.

Withdrawals

Upon missing two classes, students will be notified by a ME advisor, along with guidance from the instructor, regarding withdrawal from the course. A student that must withdraw from a course may not proceed to the next course while waiting to repeat the course from which withdrawal occurred. Students must meet with the Director of the Management Excellence program and complete a withdrawal form when withdrawing from the program. Failure to do so will result in F's in the classes the student is registered for with no reimbursement. Students withdrawing from the entire program must apply for re-admission and are subject to new ME program grade policies, appropriate TWC fees, and TWC refund policies.

Repeating courses

Students may repeat courses by joining another cohort group provided that space is available. Once a student completes a previously withdrawn course, they may continue with the course sequence which in any case will be with another cohort group. The repeat course grade is recorded as part of the student's grade point average. Students who repeat courses may be subject to additional fees.

Grading Policies

The grading system follows that outlined in the current TWC Undergraduate Catalog with the following exceptions for the ME program:

1. Repeating a course is necessary if the student receives a grade lower than a "C-;"
2. A grade of "I" must be removed within 5 weeks or the grade becomes an "F;"
3. A grade of "IP" must be approved by the instructor, the ME Director, and the Associate Dean for Business Administration. An "IP" must be removed within 5 weeks or the grade is an "F;"
4. Students receiving an "IP" or having to repeat a course must complete additional registration procedures and pay all appropriate fees;
5. A "W" may be applied to any course prior to the 3rd class meeting.
6. A repeat grade will be applied to the GPA.

Transcripts Policies

ME program transcript policies will be the same as those noted in the current TWC Undergraduate Catalog. Record of prior learning credits will be in accord with the Credit by Examination/Non-Collegiate/Military/Online Credit and Placement by Examination section of the current TWC Undergraduate Catalog.

COURSE DESCRIPTIONS

Term I		Hours	Weeks
ME 300	Leadership/Service/Ethics & Faith-Based Culture	3	5
	The course offers students an introduction to necessary leadership, service, and ethical characteristics as they relate to Tennessee Wesleyan College and its faith-based culture. A survey of leadership theories, servant leadership, ethical theories, and cultural adaptation processes will be examined for their application in the managerial field.		
ME 301	Information and Technology Management	3	5
	This course provides an introduction to appropriate methods for accessing and evaluating information sources for meeting managerial objectives utilizing technological tools and resources.		
ME 302	Legal Foundations in Management	3	5
	A study of legal issues and appropriate legal decision making as it relates to the management field. Topics include: Business laws, rights, and regulations regarding business commerce, i.e. contracts, corporations, and partnerships.		
ME 303	Communications for Management	3	5
	This course provides tools for appropriate and professional communications in organizational settings. Reading, writing, speaking, and listening skills will be emphasized for formal and informal business and managerial settings. A professional managerial report will be required.		
TERM II			
ME 310	Management Theory	3	5
	The course is designed to integrate basic management theories and functions to current managerial practices for an understanding of the appropriate knowledge and skills needed in managerial positions. Students will be expected to apply management theories and functions for improving managerial problems.		
ME 320	Marketing Theory	3	5
	The course is designed to integrate basic marketing theories and functions to current managerial practices for an understanding of the appropriate knowledge and skills needed in managerial positions. Students will be expected to utilize marketing theories and functions for improving managerial problems.		
ME 330	Human Resource Strategy & EEO Management	3	5
	An examination of the management of human resources as a strategic process while emphasizing Equal Opportunity Employment requirements and initiatives. From a management perspective, issues in job analysis, recruitment, selection, training and development, compensation, and evaluation processes will be discussed.		
ME 340	Statistics for Management	3	5
	This course will introduce basic statistical and quantitative methods for managerial problem solving. Microsoft Excel will be utilized for technology exposure to making quantitative managerial decisions.		

BA 301 INTERMEDIATE ACCOUNTING I (3)

A continuation of BA 202. Topics include financial accounting standards, concepts, the accounting system, cash and receivables, the time value of money, and the financial statements including the income statement, balance sheet, and statement of cash flows. Prerequisite: BA 202

BA 302 INTERMEDIATE ACCOUNTING II (3)

A continuation of BA 301. Topics include inventories; property, plant, and equipment; depreciation, impairments, and depletion; intangible assets; current liabilities and contingencies; long-term liabilities; and stockholder's equity. Prerequisite: BA 301

BA 309 MANAGERIAL ACCOUNTING (3)

This course is concerned with cost accounting concepts and objectives; cost information systems and cost accumulation procedures; planning and control of factory overhead, materials and labor; planning of profits, costs and sales; and in cost and profit analysis. Prerequisite: BA 202

BA 320 COMPLIANCE, ETHICS, AND HEALTHCARE LAW (3)

A study of the legislation, regulations, and legal issues affecting healthcare organizations. Topics include healthcare law, compliance with federal and state guidelines, ethical decision making, conflicts of interest, fraud and abuse, risk management, medical malpractice, patient privacy, and tort law. Emphasis is placed on the role of the healthcare manager in organizational compliance, including licensing and accreditation agencies.

BA 331 LABOR RELATIONS (3)

American labor history, structure and philosophy of contemporary unions, nature of collective bargaining, and dispute settlement. Prerequisite: BA 321*

BA 340 INTRODUCTION TO HEALTHCARE MANAGEMENT (3)

A survey of health care systems in the United States, including hospitals and health networks, ambulatory care organizations, managed care organizations, longterm care networks, and public health systems. The course includes an overview of organizational structures, delivery systems, public policy, and issues related to access to healthcare.

BA 345 BUSINESS ETHICS (3)

Designed to help students make ethical business decisions and analyze the implications of these decisions in an ever-changing business world. Topics covered include social responsibility, office ethics, corporate ethics, technology and ethics, communication and ethics, and business relationships and ethics. The case method of study will be used extensively.

BA 350 MARKETING FOR HEALTHCARE ORGANIZATIONS (3)

A study of the marketing concepts of products and services, distribution, promotion, and pricing for healthcare organizations. Topics include marketing planning, conducting marketing research, publicity, public relations, healthcare advertising, marketing communications, influencing healthcare consumer behavior, and customer relationship management.

BA 380 AUDITING (3)

The course is an introductory course that provides an overview of auditing concepts, theories, objectives, methods, and techniques. It focuses on providing a common body of knowledge applicable to both internal and external auditing. Study includes audit engagement planning, internal control, risk assessment, audit tests, workpapers, and reports. Prerequisite: BA 302 (Students may take concurrently with BA 302 with permission of the instructor.)

BA 404 TAX ACCOUNTING I (3)

Taxation theory, tax law, and technical applications of the Federal Revenue Act are examined with a focus on the taxation of individual and business income. The structure of the individual income tax return is examined, to include proper use of forms and application of appropriate procedures. Returns are prepared using tax preparation software, supported by Internal Revenue Internet access and other online resources. Prerequisite: BA 202

BA 408 ACCOUNTING SYSTEMS (3)

A study of gathering, organizing, classifying, and presenting accounting data in support of operations, as well as to provide information for external reporting. The interrelationship of accounting systems with auditing, internal control, and management information systems is emphasized. Prerequisite: 12 hours of Accounting

BA 415 HEALTH SERVICES FOR THE ELDERLY (3)

Covers socioeconomic, cultural, and demographic trends affecting health and medical care for older persons; political and legal developments; healthcare facilities and alternatives to institutionalization; geriatrics and gerontology for the administrator.

BA 421 HUMAN RESOURCE MANAGEMENT (3)

A study of the theory and practices related to attracting, motivating, rewarding and retaining people. Topics covered include job analysis and design, interviewing and selection, equal employment opportunity, managing a diverse workforce, performance appraisal, compensation, benefits, and labor relations.

BA 430 HUMAN RESOURCE MANAGEMENT FOR HEALTHCARE ORG (3)

A comprehensive study of the theories and practice regarding attracting, rewarding, developing and retaining human resources in healthcare organizations. Topics include recruitment, selection, compensation, evaluation, motivation, benefits administration, labor relations, and personnel law unique to healthcare occupations. Prerequisite: BA 340

BA 431 TRAINING AND DEVELOPMENT (3)

An examination of theories and research concerning the assessment, design, development, implementation and evaluation of training and development programs. Topics covered include adult education theory, instructional methods, on-the-job training, e-learning and training technology, management development and program evaluation. Prerequisite: BA 421

BA 440 ADVANCED ACCOUNTING (3)

The first one-third of the course introduces the student to business combinations, mergers and consolidations. Worksheet procedures are learned which facilitate preparation of consolidated financial statements. The middle part of the course covers accounting for partnerships, accounting for foreign currency transactions, and selected industry-specific accounting procedures. The last one-third is comprised of accounting for governments and other nonprofit entities, such as hospitals and universities. Prerequisite: BA 302

BA 445 HEALTHCARE FINANCIAL MANAGEMENT (3)

Provides an overview of both short-term and long-term issues in healthcare financial management. Topics include cash forecasting and management, collection and disbursement techniques, financial planning and budgeting, receivables management, capital budgeting, and the role of financial intermediaries and government agencies in reimbursing healthcare providers. Prerequisite: BA/M300*

BA 450 MANAGED HEALTHCARE (3)

A comprehensive review of the various types of managed healthcare organizations. The course will be presented from the perspective of healthcare providers as well as the managed care organizations. The theory and strategy of managed care, as a cost control in healthcare will be studied.

BA 470 PERSONNEL LAW (3)

Historical and philosophical background of employment law and its impact in the workplace. Topics covered include collective bargaining and the labor movement, civil rights legislation, anti-discrimination laws, wrongful discharge, workplace safety and health, and employee welfare plans. Prerequisites: BA 221*, BA 421

BA 475 CURRENT ISSUES AND TOPICS IN HEALTHCARE (3)

This course will focus on current trends and new strategies relating to healthcare management.

BA 480 COMPENSATION (3)

An examination of salary and benefit practices used by organizations to attract, reward, motivate and retain employees. Topics include pay models, internal alignment, external competitiveness, designing pay structures, pay-for-performance, team rewards, benefits design and administration, union role in compensation, and international pay.

*These pre-requisites are completed within the ME curriculum.