

**Franklin University**  
**The University of Opportunity**

**Franklin University is a student-centered, nonprofit, independent institution.**

**Franklin University provides high quality, relevant education enabling the broadest possible community of learners to achieve their goals and enrich the world.**

# **2016-2017 Academic Bulletin Supplement**



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Please refer to the Franklin University 2016-2017 Academic Bulletin for all other University and academic related policies.

## Student Admission

The admission process reflects Franklin University's efforts at clearly identifying the performance standards that can help predict student success in doctorate level study. The selection criterion for Franklin's doctorate programs, as determined by faculty, emphasizes academic ability, contributory work experience, and personal qualities and characteristics.

Prospective students must meet the following requirements for acceptance into any doctorate program:

- A completed master's degree from a regionally accredited institution
- Master's degree cumulative GPA of 3.0 on a 4.0 scale
- If an applicant's GPA is below 3.0, then the Graduate Management Admittance Test (GMAT) will be required. A combination of the GPA and GMAT score will be used to evaluate acceptance for admission. The GMAT must have been taken within the last five years
- International applicants
  - A score of 550 (paper-based), 213 (computer-based) or 79 (internet-based) or higher on the Test of English as a Foreign Language (TOEFL) or a score of 6.5 on the International English Language Testing System (IELTS) or a score of 101 (Reading Comprehension and 5 (WritePlacer) on Accuplacer ESL is required, as well as an English evaluation by Franklin University, if necessary. There is a listing on the Franklin University website that exempts students from English-speaking countries outside the United States <http://www.franklin.edu/getting-started/international-students/international-requirements>

### PROGRAM SPECIFIC REQUIREMENTS

**Doctor of Business Administration - Management** requires a minimum of 30 hours of graduate coursework in a business-related field.

**Doctor of Healthcare Administration** requires a minimum of 30 hours of graduate coursework in a healthcare-related field.

**Doctor of Professional Studies – Instructional Design Leadership** requires a minimum of 15 hours of graduate coursework in an instructional design-related field or 5 years of work experience in training or instructional design.

### RESIDENCY

Doctorate students must earn in residence at Franklin University at least 34 of the 58 required credits.

Students are permitted to transfer in up to 24 credit hours in the research core, major area, or elective courses. Transfer credit cannot be applied for credit to the two colloquia, the comprehensive exam, or dissertation work.

According to the Ohio Department of Higher Education, to earn a doctorate degree, students must have completed a minimum of 90 semester credit hours above the bachelor's degree. Students requiring additional credit hours to meet this minimum will take GRAD 900 Advanced Integrative Research.

## Tuition & Fees: Academic Year 2016-2017

Franklin University recognizes that educational expenses can be a significant factor in the decision to attend college. Franklin strives to maintain affordable tuition. In addition, Franklin provides many support services to students at no additional cost, and offers structured payment options within a trimester to help students manage their financial obligations.

The University accepts all tuition and fees with the understanding that the student, in becoming obligated for such tuition and fees, agrees to abide by all University policies and regulations, whether or not printed in this Academic Bulletin Supplement or the 2016-2017 Academic Bulletin, and by any decisions of the administration and faculty regarding the student's status at the University. Although every effort is made to provide accurate and up-to-date information on educational costs and fees, the University reserves the right to change its tuition, fees and charges as economic conditions warrant. Students who fail to pay their financial obligation to the University when due are considered delinquent and may be dropped from classes. Delinquent students may also receive account restrictions and will not be permitted to make enrollment changes in the current trimester via myFranklin or enroll in future trimesters until the delinquency is resolved. Past-due balances for the current trimester must be paid by cashier's check, eCheck (ACH), money order, MasterCard®, VISA®, American Express® or Discover®. Personal checks will not be accepted for past-due balances. It may take 24-48 hours for account restrictions to be lifted, after the delinquency has been resolved.

### DOCTORATE EDUCATIONAL COSTS

Application fee (non-refundable)	\$50
Advance deposit	\$100
Tuition per credit hour	\$700
Deferred tuition application fee (non-refundable)	\$50
Late payment fee for deferred tuition reimbursement plan	\$100
Graduation application fee (non-refundable)	\$150
Graduation application late fee (non-refundable)	\$100
Returned check processing fee	\$25
Cost of collection of past due balances	Actual costs incurred

# Doctor of Business Administration - Management

## Program Chair, Wendell Seaborne, Ph.D.

Curriculum developed in collaboration with the [International Institute for Innovative Instruction](#) and:

Lewis K. E. Chongwony, Ph. D.  
 Younghee Jessie Kong, Ph. D.  
 Martina Peng, Ph. D., CFP®  
 Debra A. Petrizzo, D.B.A.  
 Timothy F. Reymann, Ph. D.  
 Charles T. Saunders, Ph.D., MBA, MA, CPA, CIA, CCSA, CRMA  
 Wendell Seaborne, Ph. D.  
 Thomas G. Seiler, D.B.A., J.D., CPA, CGMA  
 Yuerong Sweetland, Ph. D.  
 JoAnna Williamson, Ph. D., J.D.

The Franklin University's Doctor of Business Administration (DBA) has been designed to meet the evolving changes in business organizations and in business education. The program reinforces the core technical aspects of quality research, but also provides graduate students with the abilities employers request most in graduates such as communication and technology skills. Employers need competent professionals who can research and communicate complex issues, as well as navigate organization-wide issues.

### GOALS OF THE DBA PROGRAM

1. Provide a quality, comprehensive, and relevant curriculum
2. Build a community among students, faculty, alumni and professionals
3. Assist students in their transition from academic studies to a professional career
4. Develop strategic alliances with professional, corporate, governmental, and educational organizations

### DBA PROGRAM OUTCOMES

Graduates of the program will be able to:

1. Demonstrate effective research skills
  - a. Formulate a research problem
  - b. Integrate previous literature into an appropriate literature review
  - c. Design a research study
  - d. Analyze data
  - e. Summarize and present research results
  - f. Discuss research results
2. Demonstrate advanced knowledge and competencies in a major field of study in business
3. Create and present advanced forms of oral and written communication
4. Evaluate and assess the ethical obligations and responsibilities of business for the purpose of responsible management

Outcome Map				
A learning outcome map functions as a roadmap to help guide students' progress through their program of study. It shows where each outcome is Introduced (I), Reinforced (R), and Assessed (A) within the program's curriculum.				
Program Learning Outcomes				
	1	2	3	4
GRAD 800	I		I	
GRAD 805	I,R		I,R	
GRAD 810	I,R		I,R	
GRAD 820	I,R		I,R	
GRAD 822	I,R		I,R	
MGMT 840	I,R	I,R	I,R	I,R
GRAD 888	I		I	I
GRAD 889	R	R	R	R
MGMT 845	I,R	I,R	I,R	I,R
MGMT 850	I,R	I,R	I,R	I,R
MGMT 855	I,R	I,R	I,R	I,R
MGMT 860	I,R	I,R	I,R	I,R
MGMT 865	I,R	I,R	I,R	I,R
MGMT 870	I,R	I,R	I,R	I,R
MGMT 875	I,R	I,R	I,R	I,R
GRAD 901	A	A	A	A
GRAD 902	A	A	A	A
GRAD 903	A	A	A	A
GRAD 904	A	A	A	A

## DBA COURSE CURRICULUM (58 HOURS)

### RESEARCH CORE REQUIREMENTS (16 HOURS)

All students are required to take the first five courses listed and one of the final two listed, depending on the research method and design they choose for their dissertation.

- GRAD 800 Writing Foundations (3)
- GRAD 805 Research Methodology & Design (3)
- GRAD 810 Applied Statistics (4)
- GRAD 888 Colloquium I (1)
- GRAD 889 Colloquium II (1)
- GRAD 820 Advanced Quantitative Research Design & Analysis (4)  
OR GRAD 822 Advanced Qualitative Research & Design (4)

### MAJOR CORE REQUIREMENTS (20 HOURS)

- MGMT 840 Development of Management Theory & Practice (4)
- MGMT 845 Organizational Behavior, Culture & Effectiveness (4)
- MGMT 850 Organizational Leadership (4)
- MGMT 855 Organizational Systems Perspectives Theory & Application (4)
- MGMT 860 Strategic Thinking, Decision-Making & Innovation (4)
- MGMT 865 Organizational Performance Analysis (4)
- MGMT 870 Business Ethics & Corporate Social Responsibility (4)
- MGMT 875 Change Management & Organizational Development (4)

## **ELECTIVES (12 HOURS)**

Select 12 hours from the following:

Any MGMT course not used in the Major Area

Any DHA course

Any DPS course

## **DISSERTATION REQUIREMENTS (10 HOURS)**

GRAD 901 Comprehensive Exam (1)

GRAD 902 Dissertation I (3)

GRAD 903 Dissertation II (3)

GRAD 904 Dissertation III (3)

GRAD 999 Study Continuation (3) (if necessary)

# Doctor of Healthcare Administration

## Program Chair, Leslie J. King, Ph.D.

Curriculum developed in collaboration with the [International Institute for Innovative Instruction](#) and:

Leslie J. King, Ph.D.

Karen Miner-Romanoff, Ph.D., J.D.

Barbara Fennema, Ed.D.

Yi Yang, Ph.D.

Thomas Seiler, JD, CPA, CGMA

Gail K. Baumlein, PhD, MSN, RN, CNS, CNE, ANEF

JoAnn L. Jordan, MPH, RHIA, CCS, CCS-P, CHIMS

Wendell Seaborne, Ph.D.

Rob Wood, Ed.D.

Joel Gardner, Ph.D.

Timothy Reymann, Ph.D.

Franklin University's Doctor of Healthcare Administration (DHA) program has been designed to meet the evolving changes in the healthcare industry. The program reinforces the core technical aspects of quality research, but also provides graduate students with the abilities employers request most in graduates such as communication and technology skills. Employers need competent professionals who can research and communicate complex issues, as well as navigate organization-wide issues.

The objectives of the Franklin University DHA program are:

- Advance healthcare leadership domestically and globally
- Provide a quality, professionally tailored, comprehensive, and practiced oriented curriculum
- Build a community among students, faculty, alumni and professionals
- Create a transformational environment for students to achieve their personal and professional goals
- Integrate academic, professional and community goals and well-fare
- Develop strategic alliances with professional, corporate, governmental, and educational organizations

## DHA PROGRAM OUTCOMES

Graduates of the program will be able to:

1. Design organizational strategies that improve healthcare service outcomes
2. Evaluate healthcare organizational data, processes, and operations using research strategies
3. Develop educational and training strategies that enhance human capital in healthcare
4. Recommend policy and procedural strategies for accreditation and regulatory compliance
5. Develop innovative healthcare leadership practices based on executive leadership theories
6. Contribute scholarly and professional work to advance the field of healthcare administration

Graduates of the DHA program will be prepared for employment or promotion in private industry, government or education.

## Outcome Map

A learning outcome map functions as a roadmap to help guide students' progress through their program of study. It shows where each outcome is Introduced (I), Reinforced (R), and Assessed (A) within the program's curriculum.

### Program Learning Outcomes

	1	2	3	4
GRAD 800	I		I	
GRAD 805	I,R		I,R	
GRAD 810	I,R		I,R	
GRAD 820	I,R		I,R	
GRAD 822	I,R		I,R	
GRAD 888	I			
GRAD 889	I,R			
HCM 810	I	I	I	I
HCM 820	I,R	I,R	I,R	I,R
HCM 830	I,R	I,R	I,R	I,R
HCM 840	I,R	I,R	I,R	I,R
HIM 802	I,R	I,R	I,R	I,R
HIM 810	I,R	I,R	I,R	I,R
HIM 861	I,R	I,R	I,R	I,R
GRAD 901	A	A	A	A
GRAD 902	A	A	A	A
GRAD 903	A	A	A	A
GRAD 904	A	A	A	A

## DHA COURSE CURRICULUM (58 HOURS)

### RESEARCH CORE REQUIREMENTS (16 HOURS)

All students are required to take the first five courses listed and one of the final two listed, depending on the research method and design they choose for their dissertation.

GRAD 800 Writing Foundations (3)

GRAD 805 Research Methodology & Design (3)

GRAD 810 Applied Statistics (4)

GRAD 888 - Colloquium I (1)

GRAD 889 - Colloquium II (1)

GRAD 820 Advanced Quantitative Research Design & Analysis (4)

OR GRAD 822 Advanced Qualitative Research & Design (4)

### MAJOR CORE REQUIREMENTS (20 HOURS)

HCM 810 Organizations, Community & Global Health (4)

HCM 820 Healthcare Policy, Regulations & Reform (4)

HCM 830 Healthcare Economics, Resources & Finance (4)

HCM 840 Healthcare Quality, Process & Improvement (4)

HIM 802 Advanced Health Information Governance (4)

## **ELECTIVES (12 HOURS)**

Select 12 hours from the following:

HIM 810 Advanced Clinical Workflow & Applications (4)

HIM 861 Advanced Healthcare Analytics (4)

Any DBA course (4)

Any DPS course (4)

## **DISSERTATION REQUIREMENTS (10 HOURS)**

GRAD 901 Comprehensive Exam (1)

GRAD 902 Dissertation I (3)

GRAD 903 Dissertation II (3)

GRAD 904 Dissertation III (3)

GRAD 999 Study Continuation (3) (if necessary)

# Doctor of Professional Studies - Instructional Design Leadership

## Program Chair, Yi Yang, Ph.D.

Curriculum developed in collaboration with the [International Institute for Innovative Instruction](#) and:

Yi Yang, Ph.D.

Joel Gardner, Ph.D.

Matt Barclay, Ph.D.

Lewis Chongwony, Ph.D.

Barbara Fennema, Ed.D.

Lou Anne Manning, Ed.D.

Leslie J. King, Ph.D., MS, CLS (ASCP), MLT (ASCP)

Karen Miner-Romanoff, Ph.D., J.D.

Thomas Seiler, JD, CPA, CGMA

Wendell Seaborne, Ph.D.

Franklin University's Doctor of Professional Studies Program – Instructional Design Leadership (DPS) is designed to meet the evolving changes in the training and instructional design industry. The program reinforces the core technical aspects of quality research, but also provides graduates with the abilities employers request most such as leadership, communication, and technology skills. Franklin's DPS program provides students with relevant, high-quality curriculum that is convenient and affordable. This program will prepare exemplary domestic and international leaders in instructional design and training by establishing a student-centered, professionally focused, inquiry-driven, and globally significant environment that places high value on diverse cultures, experiences, and perspectives.

## DPS PROGRAM OUTCOMES

Graduates of the program will be able to:

1. Analyze organizations to determine learning and performance improvement needs.
2. Strategize and implement solutions to complex learning problems.
3. Demonstrate leadership and management in a learning organization.
4. Design and develop advanced curricula and instructional products.
5. Evaluate training and learning at a systems level.
6. Synthesize knowledge from several fields and disciplines.
7. Conduct and synthesize applied research.
  - a. Formulate a research problem
  - b. Integrate previous literature into an appropriate literature review
  - c. Design a research study
  - d. Analyze and interpret data
  - e. Summarize and present research results
  - f. Discuss research results

## Outcome Map

A learning outcome map functions as a roadmap to help guide students' progress through their program of study. It shows where each outcome is introduced (I), Reinforced (R), and Assessed (A) within the program's curriculum.

### Program Learning Outcomes

	1	2	3	4	5	6	7
GRAD 800						I	
GRAD 805						I,R	
GRAD 810						I,R	
GRAD 820						I,R	
GRAD 822						I,R	
GRAD 888							I,R
GRAD 889							I,R
IDL 800	I,R	I	I,R	I,R	I,R		I,R
IDL 810	I,R	I,R	I,R	I,R,A	I,R	I,R	I,R
IDL 820	I,R	I,R	I,R	I,R	I,R,A	I,R	I,R
IDL 830	I,R	I,R	I,R	I,R	I,R	I,R	I,R
IDL 840	I,R,A	I,R,A	I,R,A	I,R	I,R	I,R	I,R
GRAD 901		A	A		A	A	A
GRAD 902							A
GRAD 903							A
GRAD 904							A

## DPS COURSE CURRICULUM (58 HOURS)

### RESEARCH CORE REQUIREMENTS (16 HOURS)

All students are required to take the first five courses listed and one of the final two listed, depending on the research method and design they choose for their dissertation.

GRAD 800 Writing Foundations (3)

GRAD 805 Research Methodology & Design (3)

GRAD 810 Applied Statistics (4)

GRAD 888 - Colloquium I (1)

GRAD 889 - Colloquium II (1)

GRAD 820 Advanced Quantitative Research Design & Analysis (4)

OR GRAD 822 Advanced Qualitative Research & Design (4)

### MAJOR CORE REQUIREMENTS (20 HOURS)

IDL 800 Strategic Examination of Trends & Technology (4)

IDL 810 Innovative Learning Environment Design (4)

IDL 820 Strategic Assessment & Decision Making (4)

IDL 830 Organizational Learning & Knowledge Management (4)

IDL 840 Instructional Design Researching & Consulting (4)



## **ELECTIVES (12 HOURS)**

Select 12 hours from the following:

GRAD 820 Advanced Quantitative Research Design & Analysis (4)

OR GRAD 822 Advanced Qualitative Research and Design (4)\*

Any DBA course (4)

Any DHA course (4)

\*Select course not used in research core.

## **DISSERTATION REQUIREMENTS (10 HOURS)**

GRAD 901 Comprehensive Exam (1)

GRAD 902 Dissertation I (3)

GRAD 903 Dissertation II (3)

GRAD 904 Dissertation III (3)

GRAD 999 Study Continuation (3) (if necessary)

Course descriptions are listed numerically within academic disciplines. Prerequisites, if any, are indicated in italics above the course descriptions. These prerequisites have been established to assure an adequate and uniform background for students in advanced classes. Franklin University reserves the right to alter course offerings or course content without notice. Not all courses are offered every trimester.

## GRADUATE STUDIES

### GRAD 800

Writing Foundations (3 cr. hrs.)

*Prerequisite: GRAD 888.*

This course will orient students to Franklin University, its learning environments and support systems. Students will develop essential skills needed to be successful in a doctoral program. Foundations of theory and practice in doctoral studies will be taught. Students will gain scholarly and professional writing skills in the context of their discipline. Dissertation structure and process will be introduced. Students will also complete their first colloquia as part of the course requirements.

### GRAD 805

Research Methodology and Design (3 cr. hrs.)

*Prerequisite: GRAD 800.*

Students will learn about research methodology, related methods, and how to apply them in valid and reliable research designs. Students will be taught how to construct new theories, connect research theory and design to application and practice in the organization. This course will begin to prepare students to identify a research problem, conduct a literature review, and select appropriate research methodology for their dissertation. Issues of research ethics will be discussed.

### GRAD 810

Applied Statistics (4 cr. hrs.)

*Prerequisite: GRAD 800.*

Application of statistical techniques and methods will be explored including, a review of statistics and probability, exploratory data analysis and descriptive statistics, fundamental statistical tests, regression analysis, selection of adequate analytical methods as well as interpretation and reporting of results. The course is designed to provide numerous opportunities to apply various statistical methods into research hypothesis and problems.

### GRAD 820

Advanced Quantitative Research Design and Analysis (4 cr. hrs.)

*Prerequisite: GRAD 800 and 805.*

This is an advanced course in statistics that covers complex analyses used in education and data-driven decision making. The course is designed to broaden and deepen student understanding of advanced statistics in multivariate techniques. The emphasis of the course is on practical application of concepts learnt. To this end, the course is developed to balance theory and application and provides numerous opportunities for application to practical problems. Students will also complete their second colloquia.

### GRAD 822

Advanced Qualitative Research Design and Analysis (4 cr. hrs.)

*Prerequisite: GRAD 800 and 805.*

The advanced qualitative research course builds on the knowledge and skills students acquire in GRAD 810. This course leads students on an in depth treatment of qualitative research methodology, exploring its theoretical underpinnings and associated methods for design, data collection, interpretation, and reporting of results. Ethics are emphasized for each stage of research. This course will guide students to develop the methodology and data analysis for their dissertation proposal and research. Students will also complete their second colloquia if they had not enrolled in GRAD 820.

### GRAD 888

Colloquium I (1 cr. hrs.)

This course is graded pass or fail

*Prerequisite: Admission to the doctorate program.*

The doctoral colloquium is designed to build a community and ensure that learners have the support, motivation and guidance necessary to succeed in their doctoral programs. This first colloquia will also provide students with an overview of the doctoral program expectations, coursework sequence, doctoral student support services, as well as comprehensive exam and dissertation requirements. The first colloquium is designed to establish a learning community and graduate culture for the doctoral students at Franklin University. The doctoral colloquium will be held at the University's main campus in facilities that provide appropriate online interaction for out-of-state and international students.

### GRAD 889

Colloquium II (1 cr. hrs.)

This course is graded pass or fail

*Prerequisite: Term prior to enrollment in either GRAD 820 or GRAD 822.*

The doctoral colloquium is designed to build a community and ensure that learners have the support, motivation and guidance necessary to succeed in their doctoral programs. The second colloquia will aid students in their transition from coursework to doctoral candidacy. Students will be oriented to the process and requirements for the upcoming comprehensive exam. In addition, they will begin to plan how to navigate and fulfill the requirements of the dissertation process. In addition, students will continue to build their learning network and community through this experience. The doctoral colloquium will be held at the University's main campus in facilities that provide appropriate online interaction for out-of-state and international students.

## GRAD 899

Independent Study (1-4 cr. hrs.)

Independent Studies allow students in good academic standing to pursue learning in areas not covered in a regular course or to extend study in areas previously taught. To pursue Independent Study, a student must have:

- Achieved a minimum 3.00 cumulative GPA;
- Completed a minimum of 16 credit hours at Franklin University;
- Earned a grade of “B” or higher in a course in an area related to the study;
- Secured the sponsorship of a faculty member; and
- Filed the appropriate form no later than the end of the week before the session begins

Given the discipline and rigor involved, students may take no more than four credits of an Independent Study per trimester. To register for an Independent Study, a student must complete an Independent Studies Proposal Form (available in Student Services) with the assistance and approval of a faculty sponsor. Normally, only full-time faculty will conduct Independent Studies. Grading will be on a letter grade or Pass/No credit basis; changes are not permitted once approval has been given by the supervising faculty member. The complete proposal must be submitted for approval to the College Dean or designee no later than two weeks before the session begins.

## GRAD 900

Advanced Integrative Research (1-4 cr. hrs.)

*Prerequisite: None.*

In this course students will complete a course project. Students will identify a problem or dilemma in their community, workplace, and organization. Students will research a problem or dilemma throughout the course, submitting short papers and eventually developing a poster presentation at the end of the class. This class is a 15 week course that can be used towards your degree as a major area or elective course and can only be taken with the approval of your doctoral program chair.

## GRAD 901

Comprehensive Exam (1 cr. hrs.)

*Prerequisite: GRAD 820 or 822 and all major area courses or permission from the Program Chair.*

This course is designed for students to prepare and complete their comprehensive exam. Remedial strategies and actions will also be provided for students who don't successfully pass their comprehensive exam on the first attempt.

## GRAD 902

Dissertation I (3 cr. hrs.)

*Prerequisite: GRAD 901*

In Dissertation I, doctoral candidates will complete their dissertation prospectus for approval from their dissertation committee and prepare IRB documentation for their dissertation research. The emphasis in this course is to complete drafts of chapters one, two, and three of the dissertation, with chapter three advanced to point of sufficient detail for the IRB submission.

## GRAD 903

Dissertation II (3 cr. hrs.)

*Prerequisite: GRAD 901 and GRAD 902*

In Dissertation II, doctoral candidates will finalize chapters one and two of the dissertation. Candidates will also collect data upon receiving IRB approval.

## GRAD 904

Dissertation III (3 cr. hrs.)

*Prerequisite: GRAD 901 and GRAD 902 and GRAD 903.*

In Dissertation III, doctoral candidates will complete chapters four and five and of the dissertation and make any revision necessary to the first three chapters. Students are required to defend their dissertation orally by the end of this course.

## GRAD 999

Study Continuation (3 cr. hrs.)

*Prerequisite: None.*

This course is for the doctoral student to remain continuously registered once he or she has begun the course study. This may be while the student needs to take a one-term break from studies, time for the remainder of the term to prepare for a re-take of the comprehensive exam or a continuation of dissertation work beyond the program's scheduled three semesters of study.

# HEALTH INFORMATION MANAGEMENT

## HIM 802

Advanced Health Information Governance (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

In this course students will evaluate an organizations current health information governance infra-structure and will make recommendations for improvement that will cover the broad spectrum of strategic issues in healthcare including policies, guidelines, standards, processes and controls required to manage and implement enterprise-level information. Students will research how health data and organizational information systems are utilized as a strategic asset to healthcare organizations, process to manage various risks to the quality of information and ensure its appropriate use.

## HIM 810

Advanced Clinical Workflow and Applications (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

In this course students will evaluate an organizations existing clinical workflows to include a variety of inpatient, outpatient and emergency healthcare environments. Material in the course covers the documentation, review, mapping and diagramming of clinical workflow information and processes. Students will also assess and make recommendations for improvement of patient care to workflow mapping and change management, as part of evidence based decision making in healthcare.

## HIM 861

Advanced Healthcare Analytics (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

In this course students will evaluate an organizations existing process of retrieving, analyzing and reporting intelligence to make healthcare decisions. Student will assess and make recommendations for improvement on the techniques of extracting, transforming and loading data from a myriad of operational databases into corporate data warehouses, as well means to ensure that decision making is based on clean and reliable information. Students will also develop skills for reporting the healthcare intelligence gathered.

## HEALTHCARE MANAGEMENT

### HCM 810

Organizations, Community, and Global Health (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This science of epidemiology is essential for projecting the population health needs, and appropriate allocation of public and private resources. This course focuses on the utilization of epidemiologic studies and techniques as a basis for organizational policy and administrative decision-making. Students will examine the connection between organizational leadership and social health. Students will create and recommend organizational strategies that enhance organizational, community, and global health.

### HCM 820

Healthcare Policy, Regulations and Reform (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This course will explore various aspects of corporate, state and federal policy making. Students will examine the impact of existing health policies on healthcare organizations, providers and patients. Students will develop skills to influence and change existing healthcare policies. Students will also create and propose a new healthcare policy.

### HCM 830

Healthcare Economics, Resources and Finance (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This course will examine the importance of resource and financial management in a healthcare organization. Students will determine the financial status of a healthcare organization and create strategic plans to sustain healthcare services. This course will also explore the various concepts driving healthcare economics. This course will also critique the use of organizational supplies, human resources, and technology.

### HCM 840

Healthcare Quality, Process and Improvement (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This course will examine various aspects of patient safety, quality improvement and risk management in healthcare. Students will compare and contrast several process improvement models with the goal of improving organizational efficiency, patient safety, and service quality. Students will also research governmental agencies driving quality improvement in healthcare organizations.

## INSTRUCTIONAL DESIGN LEADERSHIP

### IDL 800

Strategic Examination of Trends & Technology (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

Leaders of instruction and learning must stay abreast of continual changes in technology and leverage them to ensure the competitiveness and health of their organization. However, not all technologies and emerging processes are worth adopting. In this course, students will examine pedagogical trends and emerging technologies. Students will learn how to evaluate theories and incorporate designs, processes, and technologies in strategic and tactical decisions for instruction and learning in the organization.

### IDL 810

Innovative Learning Environment Design (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

In this course, students will be exposed to new and innovative approaches for designing effective learning and instruction. This course will equip students with knowledge of applicable frameworks and strategies for implementation at the organizational level. Students will review learning environments such as e-learning, blended and hybrid learning, mobile learning, game-based learning, and informal and social learning, to determine the appropriate learning environment based on the learning and training needs of an organization.

### IDL 820

Strategic Assessment & Decision Making (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

Today's researchers, leaders and managers in the instructional design field must be able to use data to make decisions, as well as to influence others in their organizations. In this course, students will learn how to apply relevant tools, techniques, theories, and principles of strategic assessment and decision-making to address the learning and performance needs to continuous improvement for learning problems or a learning organization.

### IDL 830

Organizational Learning and Knowledge Management (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

Learning and knowledge management is crucial to the success of organizations. In this course, students will go beyond the design of learning environments and acquire skills to lead and manage the learning organization at a strategic level. Students will be able to recognize and meet the evolving learning needs of an organization within the framework of the organization's strategic goals. Multicultural awareness and how to lead multi-functional and cross-cultural instructional design teams and projects will also be addressed in this course.

## **IDL 840**

Instructional Design Researching and Consulting (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

In this course, students will broaden their perspectives as a researcher or a consultant. Major topics of the course include, researching instructional design theories and problems, communicating effectively horizontally and vertically in a business or education environment, applying consulting strategies and skills, creating a professional development plan, conducting a 360 degree professional evaluation. Students will also have an opportunity to continue to expand their research in instructional design and practice consulting skills within this course.

# MANAGEMENT

## **MGMT 840**

Development of Management Theory and Practice (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

The primary objective of this course is to provide a substantive overview of the development of management theory and its applications through the 20th century to date. Managerial concepts and constructs will be researched and applied in a scholar to practitioner modality. The course will focus on the evolution of management thought and the implications of its development for modern managers and leaders.

## **MGMT 845**

Organizational Behavior, Culture and Effectiveness (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This course is an advanced research seminar in the field of organizational culture and behavior. The seminar allows you to begin the process of substantive academic research and formal inquiry into these important theories and the implications of these for managers. The seminar will require the synthesis of critical thinking, analysis, research writing and evaluation. Students will develop a key deliverable that involves a research proposal in the fields of organizational culture and behavior and then conduct substantive research into the literature developed by others. The final project in the seminar is the development of a research ready proposal utilizing at minimum one research methodology.

## **MGMT 850**

Organizational Leadership (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This course addresses historical and current leadership concepts, theories and constructs. An emphasis will be on the application and assessment of transformational, servant and authentic leadership theories for us by both leaders and followers in 21st century business and academic settings. The course will challenge students to assess their own leadership strengths and weaknesses and produce an in-depth plan of action to develop and refine leadership competencies. Students will conduct substantive scholarly research to address and capture relevant and cutting edge leadership theoretical work for application in course assignments.

## **MGMT 855**

Organizational Systems Perspectives Theory and Application (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This course focuses on the theory and practice of organizations as open and adaptive systems. Students will address the implications of systems theory for organizational sense-making, learning, innovation and transformation. The complexity of organizations as integrated participants in while systems will be addressed through research and presentations.

## **MGMT 860**

Strategic Thinking, Decision-making and Innovation (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This course focuses on advanced research in the fields of organizational strategy and performance. The literature on these disciplines is abundant. A focus of this course is to enable students to develop their own mental map of systems theories and concepts for application in real-world managerial and leadership settings. The course outcomes will add increased depth and breadth to the synthesis of critical thinking, analysis, research writing and evaluation regarding strategy, leadership decision-making and related organizational innovations and competitive advantages. Students will develop a key deliverable that involves a research proposal in these fields by conducting substantive research into the literature developed by others.

## **MGMT 865**

Organizational Performance Analysis (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This course addresses a multi-prong approach to manage, lead and assess overall organizational performance in achieving tactical and strategic goals. Metrics including: shareholder value, the balanced scorecard, risk management, system alignment, human resource management, and organizational learning are addressed in this course. Also the application of research on organizational performance theories are incorporated in the course.

## **MGMT 870**

Business Ethics & Corporate Social Responsibility (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This course focuses on the evaluation and analysis of key ethical decision-making theories and constructs and their direct application and integration in 21st century organizational practices. The role of corporate social responsibility will be explored by assessing the role of organizational leaders and stakeholders with improving the quality of life for individuals and the community.

## **MGMT 875**

Change Management and Organizational Development (4 cr. hrs.)

*Prerequisite: Completion or enrollment in GRAD 800 or permission of the Program Chair.*

This course focuses on research and evaluation of the key theoretical concepts and practices central to the leading of organizational change initiatives. Students will evaluate real-world situations, cases and scenarios in order to recommend and justify theoretically-based change management practices to ensure ongoing organizational acceptance and effectiveness of these programs. Students will conduct scholarly research to explore, evaluate and interpret state-of-the-art change concepts for their viability in today's organizations. Students will assess the role of change agents as key players in the overall change process.