



MASTER COURSES



Academic Programs

Graduate school is about developing logic processes. It is about learning to answer questions, solve complex problems, conduct analyses and being able to effectively articulate one's thoughts. Graduate school is intended to change the way one thinks, to develop their analytical and critical thinking skills and to cultivate individuals who objectively approach a situation or problem, outline their choices, assess the pros and cons of each, and select the best option. This is a process of rational thought free from subjective external influences. Graduate school is designed to help one develop the ability to think in those terms.

Master's Degree Programs

These programs are 12-16 course programs with a comprehensive examination, thesis or applied research project at the end of all course work. Objectives and requirements for each degree program are outlined in the section that follows.

General Master's Degree Program Structure

Graduate programs are generally structured in similar fashion. In addition to a required research methodology course, each major consists of "core" and "major" courses. Core courses are required and are designed to provide the theoretical underpinning for future work. Major courses allow students to make choices depending on his or her professional and personal goals. Within the major courses, students may have an opportunity to specify a concentration which offers a choice of classes within the academic discipline allowing students to focus on specific areas of interest (e.g. finance, global management etc.). Finally, each student rounds out the program with electives, which vary according to the degree program.



Admission

Applicants to the Master Degree must submit a Graduate Application for Admission to the University and must follow the regular University admission procedures described in the Admission section of the catalog. Applicants must be eligible for admission to the University before admission to the Department.

Admissions standards for the Master of Art degrees in York University are an earned bachelor's degree with a 3.0 grade point average (GPA) on a 4.0 scale.

International graduate student applicants whose native language is not English are required to submit a score for the Test of English as a Foreign Language (TOEFL) A total score of 80 on the IBT TOEFL is required.

An applicant who feels the earned GPA is not indicative of his or her ability to be successful in a graduate degree program may also submit scores on the Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) which will be taken into consideration by the admissions committee in its evaluation of the application.

Applicants who meet admissions criteria, but do not have undergraduate preparation in the specific master degree may be required to complete a series of undergraduate preparatory courses. Specific courses will depend upon the individual's undergraduate preparation. Fifteen credit hours of preparatory courses normally will be required. Undergraduate prerequisite courses may be taken at in combination with required graduate courses.

A maximum of six credits of related graduate credit may be transferred from another



university or from the graduate programs of this University provided they meet requirements.

Master's Degrees

Master of Business Administration

The Master of Business Administration (MBA) degree is sought by those who seek graduate level understanding, research and analytical capability, and practical application in the corporate world of the theory and practice of business marketing, management, finance, law, information systems, and strategy. Developed to provide advanced business knowledge and know-how as a foundation for the corporate executive or entrepreneur, the MBA also dovetails with several University specialties so that students can specifically concentrate in areas of professional or personal interest, to include entrepreneurship, global business management, information technology management, finance, and homeland security.

Degree Program Objectives

In addition to the institutional and degree level learning outcomes objectives, the Master of Business Administration also seeks the following specific learning outcomes of its graduates. Graduates in this degree program will be able to do the following:

- Conduct advanced business analysis by incorporating the use of various data tools in the discovery of possible solutions for implementation.
 - Compare and contrast various organizational managerial approaches to analyze their effect on the individual, group, and organization.
 - Analyze the legal, regulatory, and compliance issues impacting managers in today's market place, and emphasize the importance of continuing education for managers for future legal changes.
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- Evaluate and analyze Management Information System components to determine their user interdisciplinary applicability in order to meet current and future technological needs, and evaluate the need for changes in policies and procedures.
 - Distinguish and implement various analytical financial tools to conduct business analysis and to communicate possible solutions and implementation plans for business decisions.
 - Focus on various business strategies and approaches used by organizations in their mission to sustain and obtain various marketing segments in order to increase their growth potential and integrate business functions into a coherent business strategy.
 - Compare and contrast various market-driven strategies used by organizations to effectively plan for current and future needs of customers.

Degree Program Requirements

Core Courses (24 credits) 8 Courses from the following list

ECON600 - Managerial Economics

BUSI623 - Legal and Ethical Issues in Management

MKIG600 - Marketing Management

FINNN600 - Corporate Finance

BUSI620 - Strategic Management

BUSI625 - Applied Decision Making

FINNN605 - Financial Accounting

BUSI500 - Quantitative Methods for Decision Making [to be taken in first three courses]

Major Courses (9 credits)

Select a concentration.

Select in the Concentration 3 Courses:



General Concentration Select 3 Courses from the following list

BUSI621 - Entrepreneurship

FINNN625 - Entrepreneurship Finance

BUSI635 - Business Plan Development

MAN610 - Cross-Cultural Management

FINNN620 - International Finance

BUSI630 - Virtual Organizations

BUSI631 - Technology and Innovation

ITM624 - Information Technology Project Management

HRMT 605 - Strategic Human Resource Management Practices

FINNN615 - Investment Management

FINNN610 - Financial Institutions

FINNN620 - International Finance

MANA600 - Organizational Management

MANA601 - Organizational Behavior

MANA605 - Leadership

INFO531 - Management Information Systems

Concentration in Entrepreneurship

Concentration Requirements 3 following courses

BUSI621 - Entrepreneurship

FINNN625 - Entrepreneurship Finance

BUSI635 - Business Plan Development

Concentration in Global Business Management

Concentration Requirements 3 following courses



MANA610 - Cross-Cultural Management

FINNN620 - International Finance

BUSI630 - Virtual Organizations

Concentration in Information Technology Management

Concentration Requirements 3 following courses

BUSI631 - Technology and Innovation

ITM624 - Information Technology Project Management

HRMT 605 - Strategic Human Resource Management Practices

Concentration in Finance

Concentration Requirements 3 following courses

FINN615 - Investment Management

FINN610 - Financial Institutions

FINNN620 - International Finance

Elective: (Only for those taking comp Exam Option: 3 credits)

End of Program Requirement - Comprehensive Exam or Integration Project

BUSI703 - Business Administration Integration Project [3 credits]

BUSI704 - Separate Comprehensive Examination [0 credits]

Total Hours: 36 credits

Business

BUSI500 Quantitative Methods for Decision Making (3 credits)

This course prepares the graduate student for quantitative and qualitative methods used in business administration. BUSI 500 is a methodological foundation from which the student can apply proven statistical and scientific methods in the remainder of the graduate program.



BUSI620 Strategic Management (3 credits)

This course is a culmination of the business functions to incorporate them into a coherent, profitable, sustainable business strategy. This course includes strategy information, decisions, and techniques of industry leaders.

BUSI623 Legal & Ethical Issues in Management (3 credits)

This course examines the area of business law and applies it to the business environment. Traditional topics covered include: the legal environment of business, contract law, property, sales contracts, commercial paper, agency law, ethics and the regulatory environment. The course also examines the issue of the global economy from the view that the largest companies dominate in the creation of jobs and technological innovation..

BUSI625 Applied Decision Making (3 credits)

This is a course in business analysis. This course investigates the advanced analysis methods and techniques used to solve modern business problems. The course emphasizes the most successful methods from business statistics, production and operations management, management science, and operations research fields of study. Students will be required to synthesize material from several major fields of study in order to apply it in this course. The capabilities of Microsoft Office will be used extensively throughout the course to illustrate the application of these methods and techniques to the analysis and solution of modern business problems. The course will first investigate the types of problems faced by businesses in the both the production and service areas. Methods of analysis will be investigated to solve these type problems including probability concepts and their applications, statistical quality control, process design, forecasting, inventory control, waiting line models, transportation and assignment methods, decision analysis, and simulation modeling.



BUSI621 Entrepreneurship (3 credits)

This course will provide an experiential introduction to the creation of a new business enterprise. Topics will include the traits of successful entrepreneurs, generating business opportunities, screening opportunities, "the window of opportunity," the venture team, family businesses, management/marketing/financial skills needed, "entrepreneurship," etc.

BUSI622 Small Business Strategy (3 credits)

This course focuses on problems and opportunities encountered by small business owner-managers as they seek to accomplish growth in their enterprises. Approaches to selecting growth opportunities, acquiring and allocating resources, motivating employees, and maintaining control while not stifling the entrepreneurial spirit are emphasized. Topics covered include models of growth, the manager's propensity for and ability to manage growth, organizational life cycles, professionalizing family and life-style businesses, financial planning, control and accountability, market analysis, and the changing role of the board of directors. Students will develop a business plan emphasizing growth of an existing business.

BUSI624 Principles of E Commerce (3 credits)

This course introduces the student to the concepts and terminology of modern e-commerce approaches. It includes topics on marketing, web technologies, security, legal issues, imaging, search engines. The emphasis will be to develop an understanding of the underlying principles of e-business.

BUSI630 Virtual Organizations (3 credits)

This course focuses upon the problems and challenges of managing individuals, groups, and organizations in a virtual or distributed environment. Virtual means that work is accomplished by interdependent people performing at different time or places, or across



organizations. This course addresses current topics associated with the new forms of organizing that new technology and accompanying strategic changes promote. The student will examine online business models, sources of competitive advantage in e-commerce, and techniques for evaluating opportunities. In this context, the student will also discuss ways in which e-commerce organizations differ from conventional organizations and how to create e-commerce alliances. Issues include a focus on social interactions; the social, political, economic, and technological contexts of virtual communities and the limits for their sustenance.

BUSI631 Technology and Innovation (3 credits)

This course will investigate and demonstrate the planning and implementation of strategies that help organizations improve productivity, satisfaction, and responsiveness to the environment. The course views management from the perspective of human systems and organizational development, technological innovation, and strategic management.

BUSI635 Business Plan Development (3 credits)

This course is designed to provide the student the skills necessary for developing a comprehensive effective written implementation plan for a new business venture. The key to this class is that a "business plan is more than a strategic plan". The key differences are both implementation and possible review by "outsiders." This course deals with the critical decisions and action steps that entrepreneurs must make in both planning and executing a new venture. The course focuses on "doing" rather than on mere "facts about business development and plan writing." It will concentrate on creative solutions to resource generation and utilization. The business plan is often a selling document to those who may be interested in the business venture for a variety of reasons. Therefore it must reflect the concept's viability and business model, the environment in which the firm operates, and the expertise



of the management team to execute the plan.

BUSI703 Business Administration Integration Project (3 credits)

The Master of Business Administration is a multi-faceted degree that allows a student to select one of several areas of specialization within business including entrepreneurship, global business management, organization behavior, and information technology management. At its core the MBA program seeks to develop an advanced understanding of organizational theory to the complex business enterprise's operations, to leverage technology to enhance business capabilities and apply the knowledge of financial theory and strategy to achieve management objectives. The ability to apply learning to practice is a key requirement for demonstrated success in learning. To achieve and demonstrate learning, an integration webinar is offered to students in this degree .

BUSI704 Separate Comprehensive Examination (0 Credits)

Comprehensive final examination for students in the Master of Business Administration program. The "Comprehensive Final Exam" is tailored specifically to each program and must be taken after students have completed all hours of study (i.e. during the semester following the final course) and successfully completed before the award of a degree.

Economics

ECON600 Managerial Economics (3 credits)

This course is designed to use economic analysis to enhance business decision-making within private businesses, not-for-profit institutions, and public agencies. Economic concepts covered include demand analysis, production and cost analysis, linear programming applications, pricing policies and regulation.



ECON610 Global Economics (3 credits)

This course is a study of theory and concepts fundamental to understanding the global economy. Students learn to analyze the global business environment of industrialized developing countries, and to think strategically, using micro and macroeconomics principles

Environment

EVSP501 Environmental Management (3 credits)

This course seeks to develop a comprehensive understanding of the major types of environmental issues and requirements facing public and private managers today. In addition to the traditional air, water, groundwater, and soil issues, students will explore land use, brownfields development and the development of sprawl, risk assessment, cost-effectiveness analysis of competing remediation strategies, pollution prevention, pretreatment, and environmental management systems.

EVSP502 Environmental Economics (3 credits)

This course is a qualitative and quantitative study of the public and private economic costs and effects of environmental programs, industrialization, regulation, and international and national environmental policies, among other issues.

EVSP503 Environmental Policy, Regulation, and Law (3 credits)

This course is a study of the major legal, regulatory, and policy framework that encompasses environmental programs and projects in the United States , Europe ,Russia and with international political, commercial, and non-governmental institutions. The primary learning approach used in this course will be case studies

EVSP508 Environmental Ethics (3 credits)

This course is an advanced study of environmental issues from a moral and philosophical



approach. Issues raised in the course and through student research and writing will include the moral obligation or lack thereof, to preserve and protect the environment, the ethical presumptions that underlie environmental policy, the traditional theories of moral philosophy applicable to contemporary environmental problems, and the potential for a new concept of the relationship between humanity and nature.

EVSP594 Environmental Toxicology (3 credits)

This course presents an introduction to the dynamics of ecosystems and the effects of toxic substances on its living and nonliving components, and incorporating human health issues and concerns. Students will examine the regulatory framework for environmental contaminants issues and detail the federal regulations, policies, and guidelines under which current environmental remediation is done. A key aspect of the course will be the application of risk assessment principles through case studies to gain an understanding of how to develop remediation plans and restoration alternatives that meet or exceed established regulatory guidelines.

EVSP610 Fundamentals of Environmental Systems (3 credits)

This course focuses on the major human, technological, and natural dynamics that factor into environmental systems. The course includes study of natural systems, change, and the life-cycle of environmental systems

EVSP628 Global Environmental Change (3 credits)

The study and consideration of global environmental and climate change are of increasing significance to society. In this course, students will examine the evidence for and causes of global environmental change and will analyze potential impacts on environmental policy and society. Emphasis will be on the implications of environmental change for environmental managers, including management decision-making, the adequacy of the current regulatory



framework in addressing these problems, and the effect on future policy and legislation.

Finance

FINN600 Corporate Finance (3 credits)

This course is a study of the major corporate finance and financial management theory, strategy, processes, functions, and other issues. Topics include the finance function, concepts of sources and uses of funds, analysis and estimation of need for funds (short- and long-term), short-term sources, working capital management policy, long-term sources, capital structure policy and implementation, capital budgeting and the cost of capital.

FINN605 Financial Accounting (3 credits)

This course examines the nature of accounting theory and practice, procedures, and preparation and interpretation of financial statements. The various uses of accounting information in decision making, accounting issues concerning income and cash flows, economic resources and capital will be discussed.

FINN610 Financial Institutions (3 credits)

This course provides students with an overview of the basic contributions in the modern theory of corporate finance and financial institutions. The course is methodology oriented in that students are required to master necessary technical tools for each topic. The topics covered may include capital structure, distribution policy, financial intermediation, incomplete financial contracting, initial and seasoned public offerings, market for corporate control, product market corporate finance interactions, corporate reorganization and bankruptcy, financing in imperfect markets, security design under adverse selection and moral hazard, and some selected topics. In-depth analysis of the financial system in which banks, other intermediaries, and non-financial organizations function.



FINN615 Investment Management (3 credits)

The Investment Management course is designed to provide students with rigorous preparation in the areas of portfolio management and investment analysis. The course will focus on topics including risk, return and the institutional structure of stock and bond markets, theory of portfolio analysis and performance evaluation. Methods employed in managing portfolio choices and asset allocation will also be presented.

FINN620 International Finance (3 credits)

This course provides an understanding of current academic research in the areas of international finance and international macroeconomics. Students will learn the tools for conducting research in this field. A comprehensive overview of currency, equity, and international bond markets around the world. Institutional, theoretical issues, and current trends will be analyzed. A strong emphasis will be placed on the hedging techniques and tools used to reduce the risks associated with those financial markets.

FINN625 Entrepreneurship Finance (3 credits)

This course is designed to provide the student with the ability to analyze the various processes and sources of seed and venture capital for funding a new enterprise - debt and equity. Planning for the funding aspect of a new venture is critical and this course will address the alternative sources of funds for carrying out the mission of the venture.

Human Resources Management

HRMT 600 Human Resource Management (3 credits)

This graduate course provides a framework for an in-depth understanding of day-to-day, practical approaches/aspects of problems/challenges that impact the human resource management/leadership field; topical issues arising out of the three constants in life, as well



as the workplace today.

HRMT 601 Compensation and Benefits (3 credits)

This course covers in detail the human resource topics of compensation and benefits.

Industry leaders and cutting-edge industry practices are emphasized with relation to the hiring, maintaining, and keeping top employees as part of a successful corporate strategy.

HRMT 602 Employment Law and Labor Relations (3 credits)

This course is a conceptual and functional analysis of the legal framework and principles of employment law, with emphasis on discrimination in the workplace. Primary topics include the employment relationship; discrimination based on race, gender, age, national origin, religion, and disability; sexual harassment; affinity orientation; testing and performance appraisal; labor/management issues; privacy; health, safety, worker's compensation, and employee benefits. Issues are addressed from a management perspective so that students understand how to manage efficiently with a full understanding of the legal ramifications of their decisions. Students are shown how to analyze employment law facts so that they can arrive at good management decisions based on relevant legal considerations.

HRMT 603 Human Resource Policy (3 credits)

This course deals with human resource policy and strategy as government, corporate, small business, and other entities fashion their human resources to meet the needs of a 21st Century workforce.

HRMT 604 Employment Relations (3 credits)

This course is designed to familiarize the student with a basic understanding of the roles and responsibilities of the Human resource manager with regard to employee assistance, safety, occupational health and security in the workplace. It examines the elements that go into guaranteeing a safe environment in the workplace, "soft-landing," organization and



evaluation of safety training and policies, occupational health education as well as compliance with the Occupational Health and Safety Administration (OSHA) rules and regulations. It examines the basics of network security, industrial espionage and the relationship of the Human Resource Manager with experts in the safety, health and security fields within the organization.

HRMT 605 Strategic Human Resource Management Practices

(3 credits)

This course is an introduction to the area of Strategic Human Resource Management (SHRM). Emphasis will be placed on issues, policies, and practices affecting both specialists, practitioners, and line managers in their management of human capital from multiple perspectives. While the course will focus on the analysis of various components of daily HRM, it will also address concepts and applications relevant to employees and other stakeholders.

HRMT 610 Workforce Planning (3 credits)

Students in this class will master the basic concepts, theories, and skills of workforce planning. Workforce planning is a critical human resource function and practice about winning the "war for talent" in today's workplace. This course will address issues of attracting, staffing, and retaining a high valued and productive workforce. Succession planning is a key concept to be examined as well. Other topics to be addressed in this course include aligning business and staffing needs; assessing diversity, retirement and turnover; and developing competency models and the use of these models for staff development. Case studies, scenarios, and problem resolution in addition to readings and research in areas of interest are the focus of this course experience.



Information Technology

INFO531 Management Information Systems (3 credits)

This course addresses information systems, to include their nature and role as key management resources. Student involvement with system analysis, system design, and implementation issues is set within a framework of available information technology, the socio-technical environment and the functional requirements of day to day operations. Course work and student assignments will stress two aspects--the application of innovation and creativity in dealing with the systems conditions and the ability to work effectively as part of an autonomous team. The student must have access to web based office programs.

ITM624 Information Technology Project Management (3 credits)

This course explores successful project management for information technology projects. The System Development Life Cycle (SDLC) models are defined including the waterfall, spiral, incremental release, and prototyping models. Students will differentiate between these models and apply corresponding project management methods to identify critical checkpoints and reviews. Risk management, as applied to technology projects, is examined. Key project indicators are discussed, and students will explore defining measurement criteria for determining critical success factors on a project. The course defines the application of knowledge, skills, tools, and techniques to project activities and includes a tutorial for Microsoft Project or alternative Websites. Emphasis is placed on the three dimensions of the information technology project constraints: scope, time, and cost.

Management

MANA500 Quality Management in Contemporary Organizations (3 credits)



A comprehensive analysis of the theory and practice of Total Quality Management, including the use of Statistical Process Control, as developed and espoused by Juan and Deming, through extensive readings of books by and about these two management pioneers, and use of up-to-date TQM & Six- Sigma "how-to" handbooks used by businesses.

MANA600 Organizational Management (3 credits)

An examination of characteristics of, and dynamic relationships among, individual, interpersonal and group behavior as related to complex organizations. Stress is placed on successful managerial strategies for minimizing workplace turbulence arising from employee behavior in the context of technological, structural, cultural and environmental factors.

MANA601 Organizational Behavior (3 credits)

This course will provide a framework for understanding individual and group behaviors within dynamic organizations. Topics to be covered will be human behavior principles in individual, groups/teams, and organizational settings. The main emphasis of this course will be on developing effective administrative/managerial skills in improving employee performance.

MANA602 Quantitative Methods (3 credits)

Quantitative Methods introduces the students to the fundamentals of quantitative methods and analysis for operations management and business management. The Course is designed to help students achieve a greater understanding of the methods and models available to analyze and solve business management problems. The skills, tools and methodologies needed to quantitatively analyze systems and to make decisions are provided. State of the art analytical tools and quantitative methods, including computer-based solutions are discussed. Topics covered include operations management, forecasting, systems design, quality and supply chain management.



MANA603 Organizational Development (3 credits)

This course consists of a collection of classic and contemporary readings in Organizational Development covering a broad range of topics including interpersonal relations, motivation, decision making and group behavior in organizations. Included are experiential exercises that give students an opportunity to practice their skills and cases that allow students to draw on their own experiences to apply the concepts and theories in managerial situations. Special emphasis will be placed on the role of the leader.

MANA604 Organizational Crisis Management (3 credits)

This course is an overview of Organizational Crisis Management. Studies focus on a variety of aspects related to crisis management, including public, defense, and leadership management in a crisis, communications, and strategic assessments of crises. The student will develop understanding of the choices leaders can make in a crisis, the appropriate forms of communication, both to the public and the media, and to one's employees, and confidence building and reconciliation in international crises.

MANA605 Leadership (3 credits)

This course covers the elements of contemporary leadership and delineates the principles that are important in the development of a leader for the 21st century. Discussion of the role and function of leadership will include an in-depth analysis and study of needs impacting individuals, organizations and society. The course provides students with a set of leadership skills and competencies on which to build an individual model for effective leadership that can be tested over time.

MANA607 Global Strategic Management (3 credits)

This course is a study of the principles, concepts and primary analytical methodologies in the field of global strategic management. This course requires learners to apply a range



of functional skills and understanding in a range of case-supported situations, and develop a recommended strategy for a chosen case. Strategic management for the global enterprise focuses on the longer-term

ramifications of managerial decision-making, and considers the enterprise as a whole entity interacting within a dynamic social, economic, political and competitive environment. It involves long term focusing of corporate resources and processes to reflect top-level choices in corporate business definition and values established under conditions of uncertainty and imperfect information.

MANA608 Independent Study: Management Department (3 credits)

An opportunity for Department of Management students to pursue an independent research project or examine a specific area of Management under the mentorship of a single professor. Students must complete 24 credits of study before taking this course. Participation is at the discretion of the faculty member. The course will typically involve six or more telephone calls and produce a major research paper (50+ pages); there will be no examination. Students will submit a proposal prior to the start of the project, and a rough draft of the paper at week 10, both of which will count toward the final grade. Prior to registering, students should first contact the professor with whom they wish to mentor their independent study, coordinate an agreement on the grading requirements, and then NOTIFY their Student Advisor with the name of their professor.

research project for this course.

MANA610 Cross-Cultural Management (3 credits)

This course is an examination of individual dimensions of global executive leadership, organizational behavior, inter-group relations, and strategies for internal corporate communication. Course topics include management and global trade, special aspects of



operating successfully in the global environment, the executive's role in solving conflicts and creating corporations in the world marketplace, cultural aspects of international operations management and ethical corporate strategies in an international context.

MANA615 Strategic Planning (3 credits)

This course outlines successful Strategic Management and Planning techniques. Students taking this course will gain an understanding of Strategic Planning techniques that have been successful in the industrial base companies. This course has been designed and developed to provide management teams and leaders with state of the art practices and theories, strategies and techniques relative to the Strategic Management and Planning Process.

MANA617 Leading Teams (3 credits)

This course utilizes an experiential format to focus on a variety of concepts and practices associated with developing and managing an effective team. The course addresses different approaches to management, motivation, and performance, along with some barriers to effective team efforts. Case studies and problem resolution are the focus of this experience. Expected student outcomes include mastering the basic concepts, theories, and fundamental techniques in team management, identifying current challenges and issues confronting managers in human service organizations, and identifying positive team management strategies and their application to human services.

MANA618 Ethics in Leadership (3 credits)

This course addresses the ethical dimensions of management with a special focus on the processes managers may use to raise and resolve ethical dilemmas and conflicts in organizational settings. Policies pertaining to treatment of those raising ethical issues will be considered. The legal and regulatory requirements of ethical conduct will be examined.



Policies and codes of conduct established by various organizations and industry groups will be critically examined. The course will feature case studies involving alleged breaches of ethical conduct among publicly held corporations.

MANA620 Project Management (3 credits)

This course examines the organization, planning, and controlling of projects and provides practical knowledge on planning, managing project scope, schedule and resources, risk management, Topics include project life cycle, project initiation, work breakdown structure and Gantt charts, network diagrams, scheduling techniques, contracts, and resource allocation decisions. Project execution including selecting and managing teams will also be analyzed and discussed.

MANA630 Consulting Skills (3 credits)

This course utilizes an experiential format to focus on a variety of concepts, skills and practices required for effective consulting. Students will be asked to experiment with consulting skills and submit papers which critically reflect on that experience in light of the concepts and theories discussed in class. The course addresses different approaches to consulting including management consulting, coaching, and strategic business consulting. Students will explore, analyze and practice consulting skills of entry and contracting, assessment, feedback, implementation and change plan development and execution, managing resistance, and working with executive and management teams to execute change effectively. Consulting will be discussed from both an internal and external consultant perspective. Case studies and problem resolution are the focus of this experience. Expected student outcomes include mastering the basic concepts, theories, and fundamental skills in consulting, identifying challenges, steps, and plans for developing an effective consulting practice (either internal or external to an organization) and identifying consulting strategies



and their application to both human services and for profit organizations.

MANA631 The Pract. of Consulting: Creating and Manag. the Bus.

(3 credits)

This course will focus on a variety of concepts, skills and practices required for understanding, developing and managing an effective consulting business. When thinking about consulting most individuals focus on the practice of consulting and the offerings of the consulting practice to clients. This course focuses on the business of the consulting practice as a professional service business. The course addresses different approaches to establishing and managing a consulting practice including starting up, financing the business, building a business plan, staffing the business, marketing etc. Case studies and problem resolution are the focus of this experience. Expected student outcomes include mastering the basic concepts, theories, and fundamental skills in establishing a consulting practice, identifying challenges, steps, and plans for developing an effective consulting business.

MANA1701 Separate Comprehensive Examination (0 Credits)

Comprehensive final examination for students in the Master of Arts in Management program. The "Comprehensive Final Exam" is tailored specifically to each program and must be taken after students have completed all the hours of study (i.e. during the semester following the final course) and successfully completed before the award of a degree.

MANA1704 Management Integration Project (3 credits)

The OIOL Master of Arts in Management examines organizations from a level of analysis perspective developing competence in organization analysis, management theory and practice, strategy formulation and execution, leadership, human resources management, technology and global issues related to management, and other related areas.. The ability to apply learning to practice is a key requirement for demonstrated success in learning.



Marketing

MKIG 600 Marketing Management (3 credits)

This course is designed to illustrate development, implementation, and reformulation of business strategy, with both domestic and international implications. Emphasis is placed on the need for, awareness of, and accommodation to changes in an organization's internal and external environments. Generic types of business strategies and techniques for analyzing strategies are also covered.

MKIG 601 Strategic Internet Marketing (3 credits)

This course investigates today's global environment of electronic commerce and that influence on today's business enterprises. The learning's in Strategic E-Commerce Marketing spotlight E-Commerce opportunities, issues, options and techniques necessary to create an appropriate ECommerce marketing plan for an enterprise. The course also provides the students with the real world experience of developing a pseudo working website in coincidence and in support of the Marketing plan. Other issues examined include channel structures given an electronic environment and the impact on supply chain management, e-tools, and ECommerce marketing as viewed through the traditional marketing mix. Critical evaluations of web sites, web tools, promotions, advertising, selling and communications are also explored.

MKIG 602 Global Marketing Strategy (3 credits)

This course is a study of the elements involved in such key global marketing functions as product, price, place and promotional activities. Students will evaluate global marketing opportunities, develop strategy, and simulate implementation of it as it relates to total organizational strategy.



Math

MATH530 Applied Statistics (3 credits)

This is an interactive course designed to help students achieve a greater understanding of the statistical methods and models available to analyze and solve business management problems. The course is designed for students majoring in a business administration or management course of study. Topics covered include inferential statistics, averages, measures of variation, the Normal distribution and its uses, sampling distributions, hypothesis testing for large and small samples, regression and correlation, and Chi-Square distributions. Successful completion of this course will provide students with practical knowledge of the principles of statistics, the ability to analyze and solve problems involving probability, and a working knowledge of averages and variations, normal probability distributions, sampling distributions, confidence intervals and testing statistical hypotheses. The skills, tools and methodologies needed to analyze systems and to make decisions are provided. State of the art analytical tools and quantitative methods, including computer-based solutions are discussed. The emphasis of the course will be on the proper use of statistical techniques and their implementation rather than on mathematical proofs. However, some mathematics is necessary in order to understand the proper application of the techniques.

Public

PADM510 Administrative Theory (3 credits)

This course covers the major administrative theories that drive macro-level public behavior. It will begin with a consideration of the broad significance of the study of public organizations for individuals in modern society. It will then examine how theorists and practitioners have sought to develop more formal perspectives on public management. It will examine those



ideas that are of greatest relevance to the construction of an integrated theory of public organizations. The progression of the course follows the evolution of administrative theory from the pioneering work of Weber, Taylor and Woodrow Wilson to current theories regarding the "New Public Management."

PADM520 Public Administration in Society (3 credits)

The study and practice of public administration is explored in its political context. The student is introduced to the environment within which public administration functions and the dynamics of behavior within large organizations. How choices are made among competing policies, factors affecting the implementation of policy, and the role of policy evaluation in shaping policy choices are examined. Managing large scale bureaucratic organizations is analyzed including the role of leadership, the management of personnel and finances, and the role of communication in inter- and intra-organizational relations.

PADM530 Public Policy (3 credits)

This course examines the way government policies emerge from the political process and are implemented through participating institutions. In this class students will investigate how good analysis can contribute to informed policy-making and review the factors that go into developing effective implementation strategies. In addition, today's need for enhanced public accountability and the challenging problems of measuring program performance is examined.

.PADM610 Public Management (3 credits)

This course examines a range of management issues and strategies within the context of managing public organizations. The core focus is on an enhanced understanding of the theoretical and practical approaches to public management, an examination of enduring and day-to-day dilemmas faced by competent public managers, and the application of relevant theories to public management within the United States.



PADM612 Public Finance (3 credits)

This course focuses on a mixture of theory and applications that will provide the student the basic tools required to evaluate contemporary public finance issues and policies.

Decisions about public spending, raising revenue, borrowing, and managing public debt are intensely political and involve personal interests, interest groups, and political parties, as well as other areas of concern. The subject matter of this course is presented in two parts: Budgeting and Revenue. Part One of the course covers government expenditure (budgeting) or the liability side of the balance sheet.

Included in this part are such topics as the budget process, budgeting institutions, budget methods, budget classification, and capital budget and infrastructure. Part Two covers the topic of Revenue. Included in this part are such topics as the various types of taxes (income, sales, and property) as well as debt administration.

PADM615 Program Appraisal (3 credits)

This course is designed to develop fundamental skills essential for students to evaluate public programs. Knowledge of the policy process and research methods is brought together in the ethical assessment of program needs, processes, and outcomes.

Trails

EDMG560 Crisis Action Planning (3 credits)

This course is a survey of the capabilities and limitations of the systems and procedures that affect joint planning in time-sensitive situations, and the criteria for the use of force and the need for Crisis Action Planning (CAP).

ENTD511 Systems Analysis and Design (3 credits)

This course is a study of the principles involved in designing and evaluating information



management systems. Topics covered include the concept of the system life cycle, the iterative nature of the processes of analysis and design, data modeling, network modeling, and process modeling. Additional topics to be covered are object oriented design and analysis as well as the spiral method for analysis and design.

PADM620 Local Political Administration (3 credits)

This course provides current information on topics such as: who and what influences state policy developments; metropolitan reform strategies; the function and role of legislative committees; the politics of governors and state legislatures; how judges are chosen; women in politics; and the way political conflicts are managed or resolved at the grass-roots level. The emphasis of the course is based on a study of composing, legislating, implementing, and enforcing public policy set against a background of both historical and current elements.

SPMT605 Coaching Leadership (3 credits)

This course covers the philosophy, principles, and techniques of coaching organized individual and team sports. It emphasizes the organization and administration of interscholastic athletics teams in relation to the achievement of recreation, participation, and education objectives. It covers the leadership and management role from pre-, during, and post-season.

SPMT606 Techniques in Coaching Strategy (3 credits)

This course focuses on the coaching strategies, methods, practices, and approaches that apply across a number of sports disciplines. Topics include study of coaching preparation, research, tactics and strategy, and reflection. Course methods include critical thinking, decision making, and analytical skills necessary to form a great coach.

SPMT614 Coaching Theory, Methods, and Issues (3 credits)

This course focuses on the major coaching theories, methods, practices, and outcomes.



Topics include study of first principles in coaching, coaching cases and analyses, great coaches, coaching decision making, and other contemporary issues.

TLMT611 Global Logistics Management (3 credits)

This course provides an understanding of leading-edge logistics management, as well as principles and techniques available to achieve optimum operational efficiencies. Topics include: development of logistics, logistical economic significance, the importance of logistics management in transportation operations, application of supply chain management concepts, role of information systems, elements and management of global logistics, distinctions and characteristics of international versus domestic logistics, global transportation options, traffic management, global transportation decision-making, management of inventory costs, measurement and control of integrated logistics systems, and development of effective worldwide logistics strategies.

Master of Economics

The Master of Economic degree is sought by those who seek graduate level understanding, research and analytical capability, and practical application in the Economy Spectrum. Developed to provide advanced economic knowledge and know-how as a essential foundation for anybody The MA permit learning several specialties so that students can specifically concentrate in areas of professional or personal interest.

Degree Program Objectives

In addition to the institutional and degree level learning outcomes objectives, the Master of Economics also seeks the following specific learning outcomes of its graduates. Graduates in this degree program will be able to do the following:



-
- Conduct advanced economic analysis by incorporating the use of various data tools in the discovery of possible solutions for implementation.
 - Compare and contrast various economics approaches to analyze their effect on the individual, group, and organization.
 - Analyze the legal, regulatory, and compliance issues impacting economy in today's market place.
 - Evaluate and analyze Economic System components to determine their applicability in order to meet current and future needs, and evaluate the need for changes in policies and procedures.
 - Distinguish and implement various analytical economic tools to conduct economic analysis and to communicate possible solutions and implementation plans for economy plans
 - Focus on various economic strategies and approaches used by government in order to increase growth potential and integrate business functions into a coherent business strategy.
 - Compare and contrast various strategies used by economists planners to effectively plan for current and future needs of customers.

Degree Program Requirements

Core Courses (24 credits) Six Courses

ECON 481 The Development of Economic Thought

ECON 611 Microeconomic Theory)

ECON 615 Macroeconomic Theory

ECON 637 Econometrics I



ECON 840 Law and Economics I

ECON 866 Economic Development

Major Courses (9 credits)

Select 3 Courses from the List Bellow

ECON 412 Game Theory and Economics of Institutions

ECON 535 Survey of Applied Econometrics

ECON 612 Microeconomic Theory II

ECON 630 Mathematical Economics I

ECON 632 Economic Systems Design Principles and Experiments

ECON 633 Economic Systems Design Case Studies and Analysis

ECON 634 Economic Systems Design Implementation

ECON 675 Economics of Religion I

ECON 676 Comparative Economic Systems

ECON 820 History of Economic Thought

ECON 821 History of Economic Thought II

ECON 825 Political Economy and Public Policy

ECON 826 Political Economy and Public Policy II

ECON 827 Economic Philosophy

ECON 828 Constitutional Economics

ECON 829 Economics of Institutions

ECON 831 Mathematical Economics II

ECON 838 Econometrics II

ECON 841 Law and Economics II

ECON 842 Labor Economics



ECON 844 Industrial Organization and Public Policy I

ECON 846 Industrial Organization and Public Policy II

ECON 849 Public Finance

ECON 852 Public Choice I

ECON 854 Public Choice II

ECON 861 Economics of the Environment

ECON 869 International Trade and Policy

ECON 871 International Monetary Economics

ECON 885 Experimental Economics

ECON 886 Experimental Economics II

ECON 895 Special Topics in Economics

Elective: (3 credits)

Any Course in Economics or related Disciplines

End of Program Requirement - Select either Comprehensive Exam and
Master's Seminar

ECON 7900 - Separate Comprehensive Examination [0 credits]

ECON 7910 - Master's Seminar in Economy (6 hours)

The Thesis will satisfy the Elective requirement

Total Hours: 42 credits

Course Description

ECON 410 Public Choice (3 credits)

Applies economic theory, methodology to study non-market decision making.

ECON 412 Game Theory and Economics of Institutions (3 credits)



Introduces game theory and its relevance for analyzing framework of rules and institutions within which economic processes occur. Applies game theoretical concepts to comparative analysis of causes and effects of alternative institutional arrangements.

ECON 420 International Money and Finance (3 credits)

Examines models of balance of payments, exchange rate behavior, and open economy macroeconomics. Includes international financial system and issues such as globalization and international financial instability Prerequisite: permission of instructor.

ECON 440 Economic Systems Design: Principles and Experiments (3 credits)

Introduces design principles to develop systems to allocate resources. Students must participate in experiment demonstrations of different allocation mechanisms. They also are exposed to experimental methods in economics and market design.

ECON 441 Economic Systems Design: Case Studies and Analysis (3 credits)

Requires students to design and develop mechanism to specific allocation problem. Students develop analytical and working engineering models of their mechanism. Prerequisite: ECON 440

ECON 442 Economic Systems Design: Implementation (3 credits)

Involves students in developing experimental design to test proposed allocation solution. Design process includes construction of experimental parameters, treatments, and initial test in laboratory setting. Prerequisite: ECON 441.

ECON 481 The Development of Economic Thought (3 credits)

Developments in economic thought from 1500 to the present. Emphasizes historical origins, impact on contemporary economics, and theoretical validity. Prerequisites: permission of



instructor.

ECON 535 Survey of Applied Econometrics (3 credits)

Applied introduction to estimating economic relationships. Includes simple equation and simultaneous equation system estimation. Prerequisites: permission of instructor.

ECON 611 Microeconomic Theory (3 credits)

Covers theory of behavior of consumers, firms, and resource suppliers; theories of choice under risk and uncertainty; partial equilibrium analysis of competitive and noncompetitive markets; general equilibrium analysis; and welfare economics. Introduces capital theory. Prerequisites: permission of graduate coordinator.

ECON 612 Microeconomic Theory II (3 credits)

Nature of the firm; theory of supply; and production functions, factor pricing, and supplies. Introduces microeconomic foundations of theories of public finance and public choice. Prerequisite: ECON 611.

ECON 615 Macroeconomic Theory (3 credits)

Survey course covering monetary theory, theories of consumption and saving, budget deficits, economic growth, international finance, and monetary and fiscal policies. Prerequisite: admission to master's program in economics or permission of graduate coordinator.

ECON 623 American Economic History (3 credits)

Explores development of American economy, and evolution of economic institutions. Prerequisites: ECON 611 and 615, or permission of instructor.

ECON 630 Mathematical Economics I (3 credits)

Includes set theory, function, differential calculus, integration, series, and matrix algebra, with special emphasis on economic applications. Prerequisite: permission of instructor.



ECON 632 Economic Systems Design Principles and Experiments

(3 credits)

Introduces analytical and engineering principles to develop exchange systems. Students must become familiar with literature on applied mechanism design; and understand behavioral aspects of auction systems, matching, assignment and transportation problems, and information markets. Also introduces methods for test-bedding systems using experimental economics and statistical design. Prerequisites: courses in linear and nonlinear optimization, and linear algebra

ECON 633 Economic Systems Design Case Studies and Analysis

(3 credits)

Students begin process of doing research in design economic exchange system. Design process includes electronic instructions, and design of information structures. Students responsible for research into economic issues, and practical design issues. Prerequisite:

ECON 632

ECON 634 Economic Systems Design Implementation (3 credits)

Students do original research in economic systems design by constructing engineering model of solution to allocation problem. Research includes experimental and statistical design, and complete description of hypothesis related to construction of experimental parameters and treatments to test mechanism.. Prerequisite: ECON 633.

ECON 637 Econometrics I (3 credits)

Techniques of estimating relationships between economic variables. Introduces multiple regression and problems associated with single equation model-autocorrelation, multicollinearity, and heteroscedasticity. Prerequisite: permission of instructor.

ECON 675 Economics of Religion I (3 credits)



. Explores the application of economics methods and insights to the exploration of the relationship between religious and socioeconomic behavior, beliefs, and institutions.

Prerequisite: ECON 611, , 615, 630, 637

ECON 676 Comparative Economic Systems (3 credits)

Capitalism, socialism, and corporatism historical perspective. Includes examination of economies of representative contemporary countries.

ECON 715 Macroeconomic Theory I (3 credits)

. Covers classical, neoclassical, Keynesian, and post-Keynesian theories of income and employment determination; theories of inflation and growth; and demand for money and implications for effectiveness of monetary vs. fiscal policy. Prerequisite: permission of graduate coordinator

ECON 811 Microeconomic Theory I (3 credits)

Theory and applications of behavior of consumers, firms, and resource suppliers. Partial equilibrium analysis of various market structures and introduction to inter-temporal choice and capital theory. Review and analysis of classic works in microeconomic theory. Prerequisite: permission of graduate coordinator.

ECON 812 Microeconomic Theory II (3 credits)

Examines nature of firm; theory of supply; and production functions, factor pricing, and supplies. Introduces microeconomic foundations of theories of public finance and public choice. Prerequisite: ECON 811. ECON 816 Macroeconomic Theory II (3 credits)

Aggregate economic activity and price levels with emphasis on dynamic models. Topics vary. Prerequisites: ECON 611 and 715, or permission of instructor.

ECON 817 Monetary Theory and Policy (3 credits)

Theory of mechanisms through which central banking affects economic activity and prices.



Analyzes demand for money and its relationship to economic activity. Develops monetary theory with emphasis on current theories and controversies in the field. Prerequisites: ECON 615 and 637, or permission of instructor.

ECON 820 History of Economic Thought (3 credits)

Explores major figures in history of economic thought and tools of analysis they created. Emphasizes classical, neoclassical, and Keynesian theories.

ECON 821 History of Economic Thought II (3 credits)

Covers development of economic analysis from marginal revolution of 1877 to present. Emphasizes development of neoclassical economic theory.

ECON 823 Topics in Economic History (3 credits)

Offers economic analysis of various historical epochs including Industrial Revolution, evolution of political reform, rise of unions, and growth of government. Prerequisites: ECON 611 and 615.

ECON 825 Political Economy and Public Policy I (3 credits)

. Covers economic process of public policy formulation and implementation; and economic behavior of principals in policy making and execution. Prerequisite: ECON 611, or permission of instructor

ECON 826 Political Economy and Public Policy II (3 credits)

Specific issues related to political economy of public policy, including privatization, political economy of deficit spending, regulation and deregulation, and economics of rent seeking. Prerequisites: ECON 611, 615, and 825; or permission of instructor.

ECON 827 Economic Philosophy (3 credits)

. Analyzes philosophical organization, including interrelations between economics and legal and political institutions; philosophical presuppositions of capitalist economy under constitutional



democracy; alternative presuppositions for non-capitalist economies; and critical evaluation of history of ideas in social and moral philosophy. Prerequisite: ECON 611, or permission of instructor

ECON 828 Constitutional Economics (3 credits)

. Analyzes existing and proposed elements of economic constitution. Emphasizes fiscal, monetary, transfer, and regulatory powers of government and constitutional limits on such powers, especially in the United States. Includes analysis of proposed changes in limits.

Prerequisite: ECON 611, or permission of instructor

ECON 829 Economics of Institutions (3 credits)

Analyzes framework of rules and institutions for economic activities and transactions. Includes emergence and working properties of different institutions, and classical and contemporary approaches to economic theory of institutions. Prerequisite: ECON 611, or permission of instructor

ECON 831 Mathematical Economics II (3 credits)

Covers mathematical treatment of economic theories. Includes static and dynamic analysis of macromodels; input-output analysis; and optimization techniques such as Lagrangian multipliers, linear programming, nonlinear programming, and game theory. Prerequisite: ECON 630 or permission of instructor

ECON 838 Econometrics II (3 credits)

Explores econometric models and simultaneous equation systems. Includes identifying parameters and least squares bias, alternative estimation methods, and block recursive systems. Prerequisite: ECON 637 or permission of instructor.

ECON 840 Law and Economics I (3 credits)

Uses economics to analyze U.S. common-law system, evaluating efficiency and logic of



evolution. No prior knowledge of law required. Prerequisites ECON 611, 630, 637.

ECON 841 Law and Economics II (3 credits)

Explores empirical analyses of law of property, torts, crime, and family. Also looks at law's effects on freedom and economic growth. Prerequisite: ECON 840.

ECON 842 Labor Economics (3 credits)

Formal models of labor demand, supply, utilization, and wage determination; determination of factor shares in open economy; theory of collective bargaining, and impact of trade unions on wage rates and resource allocation; measurement, types, and causes of unemployment; and benefit-cost analysis of labor training and development projects. Prerequisites: ECON 611 and 615, or permission of instructor. ECON 637 recommended.

ECON 844 Industrial Organization and Public Policy I (3 credits)

Structure of American industry and underlying determinants. Includes structure and conduct on industrial performance in light of theory and empirical evidence; and rational antitrust policy and analysis of impact on structure and performance. Prerequisite: ECON 611 or permission of instructor.

ECON 846 Industrial Organization and Public Policy II (3 credits)

. Covers relationship of law, economics, and theories of social control of property rights. Includes theories of market structure and industrial performance. Prerequisites: ECON 611 and 844

ECON 849 Public Finance (3 credits)

Theoretical and institutional analysis of government expenditure, taxation, debt management, and intergovernmental fiscal relations. Includes allocative and distributional effects of alternative tax and subsidy techniques, principles of benefit cost, and cost-effectiveness analysis for government decisions.



Prerequisite: ECON 611 or permission of instructor.

ECON 852 Public Choice I (3 credits)

Applies economic theory and methodology to study of non-market decision-making.

Prerequisite: ECON 611 or permission of instructor.

ECON 854 Public Choice II (3 credits)

Applies public choice approach to study such topics as causes and consequences of governmental growth, behavior of public bureaucracies, and economic reasoning behind constitutional limitations on size and growth of government. Prerequisite: ECON 611 or permission of instructor.

ECON 856 Urban and Regional Economics (3 credits)

Regional development and metropolitan growth economics including locational decisions of households and firms, and problems associated with high-density urban economic activity.

Prerequisite: ECON 611 or permission of instructor

ECON 861 Economics of the Environment (3 credits)

Analyzes economic models of ecosystems and pollutant discharges into environment.

Includes methods of improving economic efficiency, and review of public policies.

ECON 866 Economic Development (3 credits)

Explores forces contributing to or retarding economic progress in developing countries.

Includes role of foreign trade, economic integration, foreign investment, multinational corporations, and technological transfers. Prerequisites: ECON 611 and 615, or permission of instructor

ECON 869 International Trade and Policy (3 credits)

Studies classical, neoclassical, and modern theories of international trade; theory and practice of world trade models such as project LINK; foreign investment and economic



growth, tariffs and non-tariff barriers, and economic integration; and recent developments, with emphasis on natural resources. Prerequisite: ECON 611 or permission of instructor

ECON 871 International Monetary Economics (3 credits)

Examines international adjustment mechanism, price and income effects, controls, and monetarist approach; development of international monetary system; demand for international reserves; capital movements; and role of International Monetary Fund. Prerequisite: ECON 615 or permission of instructor.

ECON 875 Economics of Religion (3 credits)

Studies the relationship between religion and economies as it addresses a wide range of empirical questions concerning the causes and consequences of religious commitment. Issues addressed include the relationship between religious and political conservatism, correlates of socioeconomic factors and religious outcomes, and the contributions of religion to development, political liberty, and civil rights. Prerequisites: ECON 611, 630, 637, 812.

ECON 885 Experimental Economics (3 credits)

Designed for graduate students to learn how experimental methods can be used to inform economic research and practice. Students expected to have working understanding of basic economic concepts and multivariate calculus. Prerequisites: ECON 611 or permission of instructor.

ECON 886 Experimental Economics II (3 credits)

Research in experimental design. Topics represent basic tools to build, test, and implement exchange mechanisms in an applied setting. Prerequisites: ECON 885 or permission of instructor.

ECON 895 Special Topics in Economics (3 credits)

Topics vary according to interests of instructor. Emphasizes new areas of discipline. May



be repeated for credit as topics vary.

ECON 7900 Separate Comprehensive Examination (0 Credits)

Comprehensive final examination for students in the Master of Arts in Economy program. The "Comprehensive Final Exam" is tailored specifically to each program and must be taken after students have completed 42 hours of study (i.e. during the semester following the final course) and successfully completed before the award of a degree

ECON 7910 Master's Seminar in Economy (6 hours)

Preparation for the Economy research seminar begins on day one of a student's graduate program of study. The theories, research methods and analytical skills, and substantive knowledge obtained through their master's curriculum provide the basis for the research seminar project. Students will support the thesis effort, including gathering bibliographic and reference materials on the research seminar topic including developing individual course research papers that may become sections of the final research seminar. Students will address the requirements as described in the syllabus. The research seminar proposal shall be prepared in accordance with the standards of the academic discipline. The research seminar proposal must provide a clear and lucid description of a question or problem and a proposed method of answering the question or solving the problem.

Master in Hospitality and Tourism Management

York University offers Master's Degrees in Hospitality Management and Tourism Studies that combine practical experience with classroom theory to assist the student to gain the understanding, skills, and techniques needed to qualify for job opportunities and to achieve his or her career goals in the hospitality and tourism industries.



Non-Degree Seeking Students

Individuals currently employed in the hospitality or tourism field, who do not have the educational requirements to meet degree admission standards, may be interested in enrolling in certain specific courses to improve their skills and to enhance their chances for promotion. Any person currently employed in the field may register as a Non-Degree Seeking Student for a maximum of 12 credits .

Master of Art in Hospitality Management

Degree Program Requirements

Core Courses (18 credits)

HMT6245 Hospitality/Tourism Service Operations Analysis

HMT6246 Organizational Behavior in the Hospitality Industry

HMT6296 Strategic Management for Hospitality and Tourism

HMT6299 Case Studies in Hospitality Management

HMT6446 Hospitality Enterprise Technologies

HMT6477 Financial Management for the Hospitality Industry

HMT6476 Feasibility Studies for the Hospitality Industry

HMT6478 Restaurant Development

HMT6586 Research and Statistical Methods

HMT6697 Hospitality Law Seminar

Major Courses (15 credits)

Choose five (5) courses from the list below:

HMT6208 Hospitality Industry Consulting

HMT6225 Multicultural Human Resources Management for the Hospitality Industry.



HMT6226 Motivation and Leadership .

HMT6228 Managing Self and Others in the Hospitality Industry.

HMT6256 International Hotel Operations .

HMT6257 Contemporary Issues in the Lodging Industry .

HMT6278 Timeshare Management .

HMT6280 Globalization and Competitive Methods of Multinational Hospitality Companies.

HMT6297 Seminar in Management Methods.

HMT6325 Hospitality Facilities Engineering and Management.

HMT6346 Design and Planning of Restaurants and Hotels.

HMT6429 Hospitality Asset Management.

HMT6447 Hotel Information Systems .

HMT6466 Hospitality Revenue Management.

HMT6486 Investment Analysis for the Hospitality Industry.

End of Program Requirement -

HMT7000 - Comprehensive exam [3 credits] - Taken once all other requirements have been met unless thesis is taken.

Total Hours: 36 credits

Master of Science in Hospitality Management Thesis Track

Course Requirements (30 hours)

HMT6245 Hospitality/Tourism Service Operations Analysis

HMT6246 Organizational Behavior in the Hospitality Industry

HMT6296 Strategic Management for Hospitality and Tourism

HMT6299 Case Studies in Hospitality Management



HMT6446 Hospitality Enterprise Technologies

HMT6477 Financial Management for the Hospitality Industry

HMT6697 Hospitality Law Seminar

SOCS 503 Research Methods : Design and Data Collection

SOCS 590 Statistical Methods of Analysis I

SOCS 591 Statistical Methods of Analysis II

Graduate Electives (18 credits)

From other courses not taken to meet required, core, or major requirements

End of Program Requirement - Thesis

HMT6972 - Master's Seminar in Hospitality Management [9 credits] - The Seminar will satisfy the Elective requirement

Master of Art in Tourism Studies

Core Requirements (24)

HMT6472 Feasibility Studies for Tourism

HMT6507 Tourism Marketing on the Internet

HMT6562 Global Destinations Marketing Organizations

HMT6586 Research and Statistical Methods

HMT6706 Environmental Management Systems for Tourism

HMT6711 Tourism and Economics

HMT6712 Tourism Planning and Regional Development

HMT6715 Problem Solving in Travel and Hospitality

Graduate Electives (15)

Students select an area of specialization (The elective courses can be taken also from



Business Administration Dep. Students must have advisor's approval.

Marketing

HMT6555 e-Commerce for Hospitality and Tourism

HMT6596 Marketing Management

Four Approved Elective Courses 3

Management (select 6 courses)

HMT6225 Multicultural Human Resources Mgmt for the Hospitality Industry

HMT6226 Motivation and Leadership

HMT6245 Hospitality/Tourism Service Operations Management

HMT6246 Organizational Behavior in the Hospitality Industry

HMT6278 Time Share Management

HMT6296 Strategic Management for Hospitality and Tourism

HMT6299 Case Studies in Hospitality Management

HMT6756 Convention and Meeting Management

One Approved Elective Courses

Others (To be submitted by student and approved by Graduate Advisor)

End of Program Requirement

HMT7001 - Comprehensive exam [0 credits] - Taken once all other requirements have been met unless thesis is taken.

Total Hours: 39 credits

Course Descriptions

FSS 6108 Purchasing and Menu Planning (3 credits).



Advanced information on sources, grades and standards, criteria for selection, purchasing and storage for the major foods, including development of specifications. Consideration of the menu pattern with particular emphasis on costing, pricing, and the work load placed on the production staff. Item analysis and merchandising features are emphasized.

FSS 6365 Foodservice Systems (3 credits)

Principles of system analysis applied to the foodservice industry. Attention is given to the organization of modern food production, preparation, and distribution systems. Case study problems require application of economic and management principles for solution.

FSS 6452 Advanced Foodservice Design Operations (3 credits)

Advanced planning, programming, and project documentation for commercial food service facilities. Spatial, environmental, and electro-mechanical design factors are stressed, with particular emphasis on investment aspects. Recommended: HMT4343

FSS 6834 Foodservice Research (3 credits)

The planning, executing, and reporting of an individual research project dealing with significant problems in food service. Students demonstrate an understanding of research techniques through data collection, evaluation, and interpretation.

HMT5547 Leadership Training for Team Building (3 credits)

Students will learn leadership skills to facilitate team building activities in order to improve group communication, trust, problem-solving, and productivity.

HMT5655 Franchising and Management Contracts (3 credits)

A comprehensive course designed to examine the franchise/franchisor, franchisee and owner/manager relationships in hotel and foodservice operations and the mutual obligations created by each type of contract.



HMT5719 Implementation and Management of Tourism Projects

(3 credits)

Practical development, implementation, and management of tourism projects and programs with emphasis on developing tour packages for international and developing nation's situations. Prerequisites: HMT3700 or equivalent.

HMT6208 Hospitality Industry Consulting (3 credits)

Provides in-depth analysis of hospitality consulting. Includes opportunities techniques and methodologies used in practice. Lectures, case studies, projects and site visits are used.

Prerequisites: HMT4464 or HMT4465.

HMT6225 Multicultural Human Resources Management for the Hospitality Industry (3 credits)

A study of personnel, consumer relations, and diversity in the hospitality industry within a multicultural, multiracial, and multiethnic society through an examination of value systems and cultural characteristics.

HMT6226 Motivation and Leadership (3 credits)

Study of motivation, perception, learning, attitude formation, incentive theory, and job satisfaction, with emphasis on leadership and group task performance.

HMT6227 Hospitality Management Training Systems (3 credits)

A course designed to develop and provide applications of proven training systems and methods for managers in the hospitality industry. The case study method will be used.

HMT6228 Managing Self and Others in the Hospitality Industry

(3 credits)

Students will increase managerial effectiveness by learning and applying a model for enhancing self-esteem and integrating that model into their managerial philosophy for the



hospitality industry.

HMT6245 Hospitality/Tourism Service Operations Management

(3 credits)

Application of techniques to create, operate staff and evaluate service systems for hospitality/tourism enterprises. Emphasis on queues, forecasting demand, route and scheduling and quality management. Prerequisites: HMT3505 or HMT4509.

HMT6246 Organizational Behavior in the Hospitality Industry

(3 credits)

A survey of the concepts of organizational behavior and industrial psychology theory, from both the research and practical points of view. The course is designed to assist students in making sound decisions in the hospitality area by making them sensitive to the organizational parameters which influence their decisions.

HMT6256 International Hotel Operations (3 credits)

A consideration of various environments within which the international hospitality firm operates. Organizational, financial, and marketing factors are of major concern. Emphasis is placed on those problems and constraints which are uniquely different from problems of firms engaged in domestic operations of a similar nature. Prerequisite: HMT3403, HMT3503.

HMT6257 Contemporary Issues in the Lodging Industry (3 credits)

Students will explore emerging issues that impact domestic and global lodging. Content analysis to identify and analyze relevant industry problems will be used.

HMT6278 Timeshare Management (3 credits)

Course covers management, marketing, sales legislation, financing, and budgeting of timeshare and vacation ownership properties.



HMT6280 Globalization and Competitive Methods of Multinational Hospitality Companies (3 credits)

Course synthesizes theories and concepts of globalization, multinational strategy and international business studies and applies them in the analysis of multinational hospitality companies.

HMT6296 Strategic Management for Hospitality and Tourism (3 credits)

Developing competitive advantage in the Hospitality Industry including a strategy project where an incumbent faces off against a new entrant. Team will develop strategic business plans. Prerequisite: HMT4464, HMT3503, and computer literacy.

HMT6297 Seminar in Management Methods (3 credits)

Class will be divided into small groups, each of which will meet regularly with the executive committee of an area hotel or restaurant. Each group will be, in reality, the junior executive committee for the property. The groups will come together periodically for analysis and discussion of their experiences, and to relate their experiences to principles of modern management.

HMT6299 Case Studies in Hospitality Management (3 credits)

Case studies are used to analyze and integrate the various disciplines of hospitality management and the visitor industry. A critical attitude toward all administrative and management thought is encouraged. Prerequisite: HMT4464.

HMT6325 Hospitality Facilities Engineering and Management (3 credits)

Hospitality facilities management from value-oriented system engineering perspective emphasizing management responsibilities for efficiency in building design, operations and



utilities systems. Prerequisites: HMT3403.

HMT6346 Design and Planning of Restaurants and Hotels (3 credits)

Advanced level of study of all aspects considered in designing and planning a restaurant or hotel. Includes lectures, case studies, and laboratory drawing exercises. Scheduling and cost controls considered. Prerequisite: HMT3263

HMT6404 Non Commercial and Contract Foodservice Management (3 credits)

Advanced management of foodservice operations in noncommercial facilities, self operated and contract managed. Includes business and industry, health care, campus dining, correctional, and foodservice ending.

HMT6429 Hospitality Asset Management (3 credits)

This course will present an overview of the role of hospitality industry asset managers as well as an in-depth study of the techniques and practices employed by them in their representation of ownership.

HMT6446 Hospitality Enterprise Technologies (3 credits)

Advanced course in information technology in the hospitality industry. Includes study of ERP software and data. Prerequisites: permission of instructor.

HMT6447 Hotel Information Systems (3 credits)

A seminar on computer systems and their applications within the hotel industry. An intensive study of a computerized property management system. All computer applications are examined, from reservations to the back office through a series of assignments and projects. Prerequisites: HMT3423 or HMT6446.

HMT6448 Advanced Hospitality Computer Applications (3 credits)

Importing financial data, international features, linking workbooks, mapping geographical



data, scenario manager, goal seeking and optimization problems will be covered. Prerequisites: HMT3423 or equivalent.

HMT6466 Hospitality Revenue Management (3 credits)

Introduce and develop the student's understanding of the scope and application of revenue management in service companies of the hospitality and tourism industries. Prerequisites: HMT3503 or HMT4509.

HMT6472 Feasibility Studies for Tourism Projects (3 credits)

In-depth study of the tools and techniques available for evaluating financial feasibility and cost-benefit analysis of tourism projects.

HMT6476 Feasibility Studies for the Hospitality Industry (3 credits)

In-depth study of the tools and techniques available for evaluating financial feasibility of a hospitality investment. Feasibility study required. Prerequisites: HMT3503; HMT4464 and HMT4474.

HMT6477 Financial Management for the Hospitality Industry (3 credits)

A study of financial management and its application in the Hospitality Industry. Topics include capital investment analysis, mergers and current financial issues. Emphasis is placed on maximizing shareholder value.

HMT6478 Restaurant Development (3 credits)

A study of the procedures to research and develop a restaurant from concept to opening. Emphasis will be on market research, site development, financial feasibility, and the formulation of an operating plan for an individual restaurant. Prerequisites: HMT3503 and HMT4464.

HMT6486 Investment Analysis for the Hospitality Industry (3 credits)

Advanced investment methods and opportunities with emphasis on securities of the hospitality



industry, financing techniques, syndication, negotiations. Prerequisites: HMT6446 and HMT4464.

HMT6494 Restaurant Information Systems (3 credits)

An in-depth study of principles relating to use of computer systems in the restaurant and foodservice industry. The student is required to implement a simulated restaurant on computer systems. This simulation includes personnel files, daily management, menu explosion and analysis, and inventory tracking. A research project will be assigned.

Prerequisite: HMT3423 or HMT6446.

HMT6507 Tourism Marketing on the Internet (3 credits)

An in-depth study of Internet Web site Hosting for tourism managers, including a detailed examination of the current practices of on-line tourism marketing and tourism destination management systems. Prerequisite: HMT3503, HMT6555.

HMT6525 Sales Tactics for Hospitality Industry (3 credits)

Advanced course investigating sales tactics and procedures used in hospitality sales environment. Practical application role plays and skill rehearsals used. Prerequisite: HMT3503.

HMT6526 Sales Management for the Hospitality Industry (3 credits)

Analyzes strategic processes for competitive sales management in hospitality industry. Uses critical thinking models, decision-making simulations and field operation assessments for managing sales function. Prerequisite: HMT3503.

HMT6555 e-Commerce for Hospitality and Tourism (3 credits)

Planning and managing e-Commerce for hospitality global distribution systems, including major opportunities, limitations, issues and risks from managerial perspectives. Prerequisite: HMT3423 or permission of instructor.



HMT6562 Global Destination Marketing Organizations (3 credits)

An advanced study of the evolution and growth, mission, structure, funding, and roles of the different types of Destination Marketing Organizations worldwide. Prerequisites: HMT4509 or equivalent.

HMT6586 Research and Statistical Methods (3 credits)

A practical study of basic research and statistical methodology applied to a variety of hospitality industry research projects. Techniques for data collection and interpretation, and methods of reporting are considered.

HMT6596 Marketing Management (3 credits)

Team-work analysis and recommended solution of an actual marketing problem and development of a marketing plan for hospitality business. Prerequisite: HMT3503 or HMT4509.

HMT6605 Legislation and the Hospitality Industry (3 credits)

An advanced study of the legislative requirements imposed upon hospitality industry operators. Special emphasis is placed on the minimum wage law, sales tax, uniform provision and maintenance, tip credit, the determination of what constitutes hours worked for the various job categories, discrimination, and sexual harassment.

HMT6607 Hospitality Real Estate Investment (3 credits)

Covers major concepts, principles, analytical methods and tools useful for making investment decisions regarding commercial hospitality real estate assets.

HMT6697 Hospitality Law Seminar (3 credits)

New laws and their impact on the hospitality industry are examined. Students research current legal issues and problems and explore the impact of new legislation on the hospitality industry.



HMT6704 Contemporary Issues in Tourism (3 credits)

An in-depth study of current issues and trends confronting the fast development of the tourism activity at national and International levels.

HMT6705 Management of Nature-Based Tourism (3 credits)

Exploration of research methods and findings related to eco-tourism. Review of effective management strategies or controlling nature-based tourism operations.

HMT6706 Environmental Management Systems for Tourism (3 credits)

An in-depth examination of the environmental cost of tourism development. The effective implementation of international models as well as environmental practices for sustainable tourism development will be studied.

HMT6711 Tourism and Economics (3 credits)

Provides an in-depth examination of the Global Tourism Market utilizing quantitative methods to measure and forecast the development of tourism as a strategic economic activity.

Prerequisites: HMT3403 and HMT4464.

HMT6712 Tourism Planning and Regional Development (3 credits)

An in-depth examination of the process of identifying needs, objectives and strategies for tourism development. The formulation and evaluation of tourism policies and plans will be studied. Prerequisite: HMT3713 or permission of instructor.

HMT6715 Problem Solving for Travel and Hospitality (3 credits)

Practical discussion and exploration of issues pertaining to the operation and management in the travel and hospitality industry. The course provides creative problem solving solutions utilizing today's information technologies.

HMT6756 Convention and Meeting Management (3 credits)

Advanced study of planning, arranging, marketing, implementing, and managing conventions



and meetings. Prerequisite: HMT3503.

HMT6806 Recreational Foodservice Management (3 credits)

Advanced study of financial planning and operational methods used by recreational food service management companies at stadiums, coliseums, arenas, convention centers, amusement parks, pari-mutuels, state and national parks, and other recreational areas.

HMT6863 World of Wine and Food (3 credits)

An intensive study of wines from around the world and how they pair with foods. Guest chefs will prepare tapa size portions of food to be paired with local and specific wines.

Prerequisite: 21 years old.

HMT6876 Emerging Topics in Food and Beverage (3 credits)

An in-depth study of current issues and topics confronting the food and beverage industry and how they impact future business practices. Management implications addressed.

HMT6908 Directed Study in Tourism Studies (3 credits)

An opportunity for individuals interested in various aspects of planning, development, marketing, management and research in tourism to work on their own under the close supervision of an advisor. Prerequisite: Permission of the instructor and if the directed study is of a research nature, HMT6586 is required.

HMT6916 Hospitality Industry Research Project (3-9)

An individualized business research-oriented project dealing with current problems in the hospitality industry. Topics and research methods must be approved by the graduate faculty before registration for the course. Prerequisite: HMT6586.

HMT6972 Master Seminar in Hospitality Management (9 Hours)

Design and preparation of an original research investigation in the Hospitality Management discipline. Preparation for the Hospitality Management research seminar begins on day



one of a student's graduate program of study. The theories, research methods and analytical skills, and substantive knowledge obtained through their master's curriculum provide the basis for the research seminar project. Students will support the thesis effort, including gathering bibliographic and reference materials on the research seminar topic including developing individual course research papers that may become sections of the final research seminar. Students may take the research seminar after all other course completions

HMT6973 Master Seminar in Tourism (9 Hours)

Design and preparation of an original research investigation in the Tourist Management discipline. Preparation for the Hospitality Management research seminar begins on day one of a student's graduate program of study. The theories, research methods and analytical skills, and substantive knowledge obtained through their master's curriculum provide the basis for the research seminar project. Students will support the thesis effort, including gathering bibliographic and reference materials on the research seminar topic including developing individual course research papers that may become sections of the final research seminar. Students may take the research seminar after all other course completions

HMT7000 Separate Comprehensive Examination (0 Credits)

Comprehensive final examination for students in the Master of Arts in Hospitality Management program. The "Comprehensive Final Exam" is tailored specifically and must be taken after students have completed all the hours of study (i.e. during the semester following the final course) and successfully completed before the award of a degree.

HMT7001 Separate Comprehensive Examination (0 Credits)

Comprehensive final examination for students in the Master of Arts in Tourism program. The "Comprehensive Final Exam" is tailored specifically and must be taken after students have completed all the hours of study (i.e. during the semester following the final course)



and successfully completed before the award of a degree.

SOCS 502 Qualitative Methods in Social Research

This course is an introduction to the major qualitative methods of social inquiry. Participant observation, interviewing, historical analysis, and content analysis, as well as ethical issues of field research, are studied. Research settings studied range from informal groups and communities to formal organizations.

SOCS 503 Research Methods: Design and Data Collection.

Survey of (re)current debates, problems, and innovations in qualitative and quantitative empirical research, including both data collection and data analysis issues. Focus on assessing and improving validity and generalizability within the theoretical and practical limits of social science research. Aims at developing a set of skills necessary for everyone who is interested in designing empirical fieldwork. Familiarity with statistics may be helpful but is not required.

SOCS 504 Research Methods: Applied Data Analysis.

Focus on practical experience with analyzing complex data, including data management, exploration, description, and multivariate analysis. Familiarity with the basics of research methodology and statistical inference is required. Special emphasis is given to issues of comparisons across time and space with both descriptive and analytic methods. A second theme throughout the class is how to measure, describe, and explain changes/differences in inequality. The class covers basic statistics as well as multivariate regression models for continuous and categorical dependent variables.

SOCS 590 Statistical Methods of Analysis I

Prerequisites: familiarity with undergraduate statistics and methods courses; . This course is devoted to the study of intermediate statistical techniques widely used in the social



sciences. After a review of bi-variate regression and cross tabular analysis, the course proceeds to an extended treatment of the general linear model. Topics considered include model construction, interpretation of results, partitioning of variance, tests of statistical significance and interactions. Other statistical techniques including analysis of variance and covariance will be considered within the common framework of the general linear model. Attention will focus on the application of these techniques to research problems in sociology and to their utility in applied research.

SOCS 591 Statistical Methods of Analysis II

The course is designed to introduce a number of intermediate level statistical techniques useful to the researcher. The primary topics include path analysis, logistic regression, and factor analysis which are presented in the context of the general linear model. Although the mathematical basis of the techniques will be considered, the emphasis in the course will be on the students' acquisition of an operational knowledge of the techniques which will allow them to apply the techniques in their own research. The goals of the course are: (1) to ensure that each student understands the techniques with enough clarity to recognize when they are appropriate research tools; (2) to provide the student with sufficient expertise to apply the techniques to moderately complex research problems; and (3 credits) to provide sufficient background on each technique to allow for a review of the relevant literature to determine which variation of the technique is most appropriate to the research problem at hand.



Master of Arts in Management

The Master of Arts degree in Management is designed for students who seek an understanding of the principles, theory, and cutting-edge practices of management in the 21st Century. This program is designed to be versatile, with the knowledge gained applicable in the government, or corporate world. Graduates of this program typically go on to executive employment with the government, or corporate environments.

Degree Program Objectives

In addition to the institutional and degree level learning outcomes objectives, the Master of Arts in Management also seeks the following specific learning outcomes of its graduates. Graduates in this degree program will be able to:

- Conduct business problem focused management research, including collection and analysis of data, and communication of findings by using qualitative and quantitative research methods.
- Develop a strategic business plan applying the theories and practices of management and planning for a particular organizational setting.
- Develop an analytical framework using a variety of approaches to apply leadership and management theory and practice to address the challenges of organizations in this century
- Examine complex organizations from a level of analysis perspective, including the individual, interpersonal, group, and organizational level perspectives. Evaluate management issues in the context of technological, structural, cultural, human and environmental factors.

Degree Program Requirements

Core Courses - 21 credits



MAN501 - Research Methods in Management Sciences*

MAN600 - Organizational Management

MAN601 - Organizational Behavior

HRMT 600 - Human Resource Management

MAN610 - Cross-Cultural Management

MAN61 5 - Strategic Planning (to be taken after completion of other core courses)

FINN600 - Business Finance / Corporate Finance

Major Courses - 12 credits

Concentration in Human Resource Management - 12 credits Objectives

Upon completion of this concentration, the student will be able to:

- Compare and contrast various managerial approaches to employment law as well as defend or criticize the application of various rules, regulations, and laws applied to labor-related situations and work settings. Analyze and evaluate the strategic factors influencing the various levels of rewards systems in the marketplace.
- Assess methods used to measure performance and determine pay level and associated compensation packages.
- Identify and analyze the role and function of the Human Resource Professional in the development and implementation of policy and procedures encompassing legislative, regulatory, and organizational issues affecting the management of human resources in today's workforce.

Concentration Requirements

HRMT 605 - Strategic Human Resource Management Practices

HRMT 602 - Employment Law and Labor Relations



HRMT 603 - Human Resource Policy

Choose one (1) courses from the list below.

HRMT 601 - Compensation and Benefits

MAN603 - Organization Development

HRMT 604 - Employment Relations

MAN605 - Leadership

Concentration in Organizational Leadership - 12 credits Objectives

Upon completion of this concentration, the student will be able to:

- Analyze and evaluate various leadership theories and models used by contemporary leaders in the field of management to develop and nurture followership.
- Compare and contrast various leadership approaches to diversity in the workplace, ethics, motivation, and knowledge management.
- Distinguish and critique the various roles and functions of an effective leader in today's workplace, in the areas of decision-making, conflict resolution, motivation, and risk taking.

Concentration Requirements

MAN605 - Leadership

MAN617 - Leading Teams

MAN618 - Ethics in Leadership

Choose one (1) courses from the list below.

MAN603 - Organization Development

BUSI621 - Entrepreneurship

Concentration in Strategic Consulting - 12 credits

Objectives

Upon completion of this concentration, the student will be able to:



- Evaluate and articulate models of organization and business consulting
- Utilize a variety of concepts, skill and practices required for effective consulting
- Develop a consulting practice using a variety of concepts, skills, and practices
- Build an effective business plan for a consulting practice
- Apply the concepts and theory to assess and or build a strategic consulting practice

Concentration Requirements

MANA 603 - Organization Development

MANA 630 - Consulting Skills

MANA 631 - The Practice of Consulting: Creating and Managing The Business

Select one (1) of the following

MANA 605 - Leadership

MANA 617 - Leading Teams

Concentration in General Management - 12 hours Objectives:

For students who do not choose to pursue a concentration.

- Evaluate and articulate models of organization and business consulting
- Utilize a variety of concepts, skills and practices required for effective consulting
- Develop a consulting practice using a variety of concepts, skills, and practices
- Build an effective business plan for a consulting practice
- Apply the concepts and theory to assess and or build a strategic consulting practice

Choose four (4) courses from the following list:

MANA 603 - Organizational Development

BUSI621 - Entrepreneurship

BUSI624 - Principles of E-Commerce

INFO531 - Management Information Systems



MANA 500 - Quality Management in Contemporary Organizations

MANA 605 - Leadership

MKIG600 - Marketing Management

MANA 608 - Independent Study in Management

HRMT 610 - Workforce Planning

MANA 617 - Leading Teams

MANA 604 - Organizational Crisis Management

MANA 620 - Project Management

General Electives - 3 credits

Select one Course courses not taken to meet required, core, or major requirements.

End of Program Requirement -Comprehensive Exam or Project

MANA 701 - Comprehensive Examination [0 credits] - Taken once all other degree requirements have been met.

MANA 704 - Management Integration Project [3 credits] - The Integration Project will satisfy the Elective requirement.

Total Hours - 39 credits

Course Description

Business

BUSI621 Entrepreneurship (3 credits)

This course will provide an experiential introduction to the creation of a new business enterprise. Topics will include the traits of successful entrepreneurs, generating business opportunities, screening opportunities, "the window of opportunity," the venture team, family



businesses, management/marketing/financial skills needed, "entrepreneurship," etc.

BUSI624 Principles of E Commerce (3 credits)

This course introduces the student to the concepts and terminology of modern e-commerce approaches. It includes topics on marketing, web technologies, security, legal issues, imaging, search engines. The emphasis will be to develop an understanding of the underlying principles of e-business.

Finance

FINN600 Corporate Finance (3 credits)

This course is a study of the major corporate finance and financial management theory, strategy, processes, functions, and other issues. Topics include the finance function, concepts of sources and uses of funds, analysis and estimation of need for funds (short- and long-term), short-term sources, working capital management policy, long-term sources, capital structure policy and implementation, capital budgeting and the cost of capital.

Human Resources Management

HRMT 600 Human Resource Management (3 credits)

This graduate course provides a framework for an in-depth understanding of day-to-day, practical approaches/aspects of problems/challenges that impact the human resource management/leadership field; topical issues arising out of the three constants in life, as well as the workplace today: Change Choices... and Consequences to those choices as applied to both civilian and military organizations.

HRMT 601 Compensation and Benefits (3 credits)

This course covers in detail the human resource topics of compensation and benefits.



Industry leaders and cutting-edge industry practices are emphasized with relation to the hiring, maintaining, and keeping top employees as part of a successful corporate strategy.

HRMT 602 Employment Law and Labor Relations (3 credits)

This course is a conceptual and functional analysis of the legal framework and principles of employment law, with emphasis on discrimination in the workplace. Primary topics include the employment relationship; discrimination based on race, gender, age, national origin, religion, and disability; sexual harassment; affinity orientation; testing and performance appraisal; labor/management issues; privacy; health, safety, worker's compensation, and employee benefits. Issues are addressed from a management perspective so that students understand how to manage efficiently with a full understanding of the legal ramifications of their decisions. Students are shown how to analyze employment law facts so that they can arrive at good management decisions based on relevant legal considerations.

HRMT 603 Human Resource Policy (3 credits)

This course deals with human resource policy and strategy as government, corporate, small business, and other entities fashion their human resources to meet the needs of a 21st Century workforce.

HRMT 604 Employment Relations (3 credits)

This course is designed to familiarize the student with a basic understanding of the roles and responsibilities of the Human resource manager with regard to employee assistance, safety, occupational health and security in the workplace. It examines the elements that go into guaranteeing a safe environment in the workplace, "soft-landing," organization and evaluation of safety training and policies, occupational health education as well as compliance with the Occupational Health and Safety Administration (OSHA) rules and regulations. It examines the basics of network security, industrial espionage and the relationship of the



Human Resource Manager with experts in the safety, health and security fields within the organization.

HRMT 605 Strategic Human Resource Management Practices (3 credits)

This course is an introduction to the area of Strategic Human Resource Management (SHRM). Emphasis will be placed on issues, policies, and practices affecting both specialists, practitioners, and line managers in their management of human capital from multiple perspectives. While the course will focus on the analysis of various components of daily HRM, it will also address concepts and applications relevant to employees and other stakeholders.

HRMT 610 Workforce Planning (3 credits)

Students in this class will master the basic concepts, theories, and skills of workforce planning. Workforce planning is a critical human resource function and practice about winning the "war for talent" in today's workplace. This course will address issues of attracting, staffing, and retaining a high valued and productive workforce. Succession planning is a key concept to be examined as well. Other topics to be addressed in this course include aligning business and staffing needs; assessing diversity, retirement and turnover; and developing competency models and the use of these models for staff development. Case studies, scenarios, and problem resolution in addition to readings and research in areas of interest are the focus of this course experience

IT

INFO531 Management Information Systems (3 credits)

This course addresses information systems, to include their nature and role as key



management resources. Student involvement with system analysis, system design, and implementation issues is set within a framework of available information technology, the socio-technical environment and the functional requirements of day to day operations. Course work and student assignments will stress two aspects--the application of innovation and creativity in dealing with the systems conditions and the ability to work effectively as part of an autonomous team. The student must have access to web based office programs.

Management

MANA 500 Quality Management in Contemporary Organizations

(3 credits)

A comprehensive analysis of the theory and practice of Total Quality Management, including the use of Statistical Process Control, as developed and espoused by Juan and Deming, through extensive readings of books by and about these two management pioneers, and use of up-to-date TQM & Six- Sigma "how-to" handbooks used by businesses.

MANA 501 Research Methods in Management Science (3 credits)

This course prepares the graduate student for quantitative and qualitative methods used in management science. MAN501 is a methodological foundation from which the student can apply proven statistical and scientific methods in the remainder of the graduate program.

MANA 600 Organizational Management (3 credits)

An examination of characteristics of, and dynamic relationships among, individual, interpersonal and group behavior as related to complex organizations. Stress is placed on successful managerial strategies for minimizing workplace turbulence arising from employee behavior in the context of technological, structural, cultural and environmental factors.

MANA 601 Organizational Behavior (3 credits)



This course will provide a framework for understanding individual and group behaviors within dynamic organizations. Topics to be covered will be human behavior principles in individual, groups/teams, and organizational settings. The main emphasis of this course will be on developing effective administrative/managerial skills in improving employee performance.

MANA 602 Quantitative Methods (3 credits)

Quantitative Methods introduces the students to the fundamentals of quantitative methods and analysis for operations management and business management. MAN602 is designed to help students achieve a greater understanding of the methods and models available to analyze and solve business management problems. The skills, tools and methodologies needed to quantitatively analyze systems and to make decisions are provided. State of the art analytical tools and quantitative methods, including computer-based solutions are discussed. Topics covered include operations management, forecasting, systems design, quality and supply chain management.

MANA 603 Organizational Development (3 credits)

This course consists of a collection of classic and contemporary readings in Organizational Development covering a broad range of topics including interpersonal relations, motivation, decision making and group behavior in organizations. Included are experiential exercises that give students an opportunity to practice their skills and cases that allow students to draw on their own experiences to apply the concepts and theories in managerial situations. Special emphasis will be placed on the role of the leader.

MANA 604 Organizational Crisis Management (3 credits)

This course is an overview of Organizational Crisis Management. Studies focus on a variety of aspects related to crisis management, including public, defense, and leadership



management in a crisis, communications, and strategic assessments of crises. The student will develop understanding of the choices leaders can make in a crisis, the appropriate forms of communication, both to the public and the media, and to one's employees, and confidence building and reconciliation in international crises.

MANA 605 Leadership (3 credits)

This course covers the elements of contemporary leadership and delineates the principles that are important in the development of a leader for the 21st century. Discussion of the role and function of leadership will include an in-depth analysis and study of needs impacting individuals, organizations and society. The course provides students with a set of leadership skills and competencies on which to build an individual model for effective leadership that can be tested over time.

MANA 607 Global Strategic Management (3 credits)

This course is a study of the principles, concepts and primary analytical methodologies in the field of global strategic management. This course requires learners to apply a range of functional skills and understanding in a range of case-supported situations, and develop a recommended strategy for a chosen case. Strategic management for the global enterprise focuses on the longer-term

ramifications of managerial decision-making, and considers the enterprise as a whole entity interacting within a dynamic social, economic, political and competitive environment. It involves long term focusing of corporate resources and processes to reflect top-level choices in corporate business definition and values established under conditions of uncertainty and imperfect information.

MANA 608 Independent Study: Management (3 credits)

An opportunity for students to pursue an independent research project or examine a specific



area of Management under the mentorship of a single professor. Students must complete 24 credits of study before taking this course. The course will typically involve six or more telephone calls and produce a major research paper (50+ pages); there will be no examination. Students will submit a proposal prior to the start of the project, and a rough draft of the paper at week 10, both of which will count toward the final grade. Prior to registering, students should first contact the professor with whom they wish to mentor their independent study.

MANA 610 Cross-Cultural Management (3 credits)

This course is an examination of individual dimensions of global executive leadership, organizational behavior, inter-group relations, and strategies for internal corporate communication. Course topics include management and global trade, special aspects of operating successfully in the global environment, the executive's role in solving conflicts and creating corporations in the world marketplace, cultural aspects of international operations management and ethical corporate strategies in an international context.

MANA 615 Strategic Planning (3 credits)

This course outlines successful Strategic Management and Planning techniques. Students taking this course will gain an understanding of Strategic Planning techniques that have been successful in the industrial base companies. This course has been designed and developed to provide management teams and leaders with state of the art practices and theories, strategies and techniques relative to the Strategic Management and Planning Process.

MANA 617 Leading Teams (3 credits)

This course utilizes an experiential format to focus on a variety of concepts and practices associated with developing and managing an effective team. The course addresses different



approaches to management, motivation, and performance, along with some barriers to effective team efforts. Case studies and problem resolution are the focus of this experience. Expected student outcomes include mastering the basic concepts, theories, and fundamental techniques in team management, identifying current challenges and issues confronting managers in human service organizations, and identifying positive team management strategies and their application to human services.

MANA 618 Ethics in Leadership (3 credits)

This course addresses the ethical dimensions of management with a special focus on the processes managers may use to raise and resolve ethical dilemmas and conflicts in organizational settings. Policies pertaining to treatment of those raising ethical issues will be considered. The legal and regulatory requirements of ethical conduct will be examined. Policies and codes of conduct established by various organizations and industry groups will be critically examined. The course will feature case studies involving alleged breaches of ethical conduct among publicly held corporations.

MANA 620 Project Management (3 credits)

This course examines the organization, planning, and controlling of projects and provides practical knowledge on planning, managing project scope, schedule and resources, risk management, Topics include project life cycle, project initiation, work breakdown structure and Gantt charts, network diagrams, scheduling techniques, contracts, and resource allocation decisions. Project execution including selecting and managing teams will also be analyzed and discussed.

MANA 630 Consulting Skills (3 credits)

This course utilizes an experiential format to focus on a variety of concepts, skills and practices required for effective consulting. Students will be asked to experiment with



consulting skills and submit papers which critically reflect on that experience in light of the concepts and theories discussed in class. The course addresses different approaches to consulting including management consulting, coaching, and strategic business consulting. Students will explore, analyze and practice consulting skills of entry and contracting, assessment, feedback, implementation and change plan development and execution, managing resistance, and working with executive and management teams to execute change effectively. Consulting will be discussed from both an internal and external consultant perspective. Case studies and problem resolution are the focus of this experience. Expected student outcomes include mastering the basic concepts, theories, and fundamental skills in consulting, identifying challenges, steps, and plans for developing an effective consulting practice (either internal or external to an organization) and identifying consulting strategies and their application to both human services and for profit organizations.

MANA 631 The Pract. of Consulting: Creating and Manag. the Bus.

(3 credits)

This course will focus on a variety of concepts, skills and practices required for understanding, developing and managing an effective consulting business. When thinking about consulting most individuals focus on the practice of consulting and the offerings of the consulting practice to clients. This course focuses on the business of the consulting practice as a professional service business. The course addresses different approaches to establishing and managing a consulting practice including starting up, financing the business, building a business plan, staffing the business, marketing etc. Case studies and problem resolution are the focus of this experience. Expected student outcomes include mastering the basic concepts, theories, and fundamental skills in establishing a consulting practice, identifying challenges, steps, and plans for developing an effective consulting business.



MANA 1701 Separate Comprehensive Examination (0 Credits)

Comprehensive final examination for students in the Master of Arts in Management program. The "Comprehensive Final Exam" is tailored specifically to each program and must be taken after students have completed 39 hours of study (i.e. during the semester following the final course) and successfully completed before the award of a degree.

MANA 1704 Management Integration Project (3 credits)

The OIOL Master of Arts in Business of Administration examines complex organizations from a level of analysis perspective developing competence in organization analysis, management theory and practice, strategy formulation and execution, leadership, human resources management, technology and global issues related to management, and other related areas. Specializations in this degree include: general management, leadership, and human resource management. This program aims to educate professionals for management and business practice in global military, government and business environments. The ability to apply learning to practice is a key requirement for demonstrated success in learning.

Marketing

MKIG 600 Marketing Management (3 credits)

This course is designed to illustrate development, implementation, and reformulation of business strategy, with both domestic and international implications. Emphasis is placed on the need for, awareness of, and accommodation to changes in an organization's internal and external environments. Generic types of business strategies and techniques for analyzing strategies are also covered.



Master of Arts in Psychology

This graduate degree program offers a curriculum in Psychology, leading to a Master of Arts. The design of the program focuses on students seeking advancement in the psychology-related fields. The degree program provides students with knowledge in the areas of behavior, cognition industrial psychology other current and timely topics. Students choose from numerous major courses to focus their studies. The Psychological program provides the student with an understanding of the field .The Curriculum offers a useful educational experience and academic skills for students who wish to pursue thesis study or possibly a Psychologist position.

Degree Program Objectives

In addition to the institutional and degree level learning outcomes objectives, the Master of Arts in Psychology also seeks the following specific learning outcomes of its graduates. Graduates in this degree program will be able to:

- Distinguish between the major theories of Psychology and how they impact in everyday life
- Analyze the various differentiated fields in Psychology and how them influence in education , mental treatment understanding personality.
- Evaluate the various definitions, objectives, and issues of Psychological Research
- Critically examine Psychology cases, determine their interpersonal , social, and economic impact.
- Apply the concepts of professional and ethical behavior within the psychology field

Degree Program Requirements Core Courses (18 credits)



PSY5016 Introductory Master's Statistics

PSY5080 Psychoanalytic Theory

PSY6015 Theories of Personality

PSY6016 Intermediate Master's Statistics

PSY6018 Philosophy, History, and Systems of Psychology

PSY6025 Cognitive Psychology

Major Courses (15 credits)

Choose five (5) courses from the list below:

PSY6012 Physiological Basis of Behavior

PSY6014 Psychology of Social Behavior

PSY6031 Neuro-psychology

PSY6032 Introduction to Industrial/ Organizational Psychology

PSY6034 Foundations of Psychopathology

PSY6036 Psychology of Violence

PSY6038 Forensic Psychology

PSY6041 Organizational Climate and Culture

PSYH6044 Psychology of Addiction

PSYH6045 Psychology of Diversity.

PSYH6054 Developmental Psychopathology

PSYH6057 Traumatic Stress Reactions

PSYH6059 Psychology of Decision Making

PSYH6060 Introduction to Psychological Testing

PSYH6062 Theories of Cognitive-Behavioral Therapies

PSYH6066 Clinical Research Design



PSYH6067 Applied Research Methods

PSYH6071 Performance Measurement and Rewards

PSYH6072 Work Motivation and Attitudes

PSYH6074 Organizational Development

PSYH6075 Counseling Psychology

PSYH6078 Management Consulting

Graduate Electives (3 credits)

Select courses not taken to meet required, core, or major requirements.

End of Program Requirement - Comprehensive Exam or Thesis Seminar

PSYH7010 - Comprehensive exam [3 credits] - Taken once all other requirements have been met unless thesis is taken.

PSYH7910 - Master's Seminar in Psychology [3 credits] - The Seminar will satisfy the Elective requirement

Total Hours: 39 credits

Courses Content

PSYH5016 Introductory Master's Statistics (3 credits)

Basic statistics for psychological research. Includes brief introduction to descriptive statistics, t-tests, power, correlation and regression, ANOVA (through two-way mixed designs), and chi-square tests. The use of statistical software is introduced.

PSYH5080 Psychoanalytic Theory (3 credits)

The development of Freudian psychoanalysis in historical perspective. Guided reading of primary texts

Prerequisite: undergraduate course in personality theory or abnormal psychology



PSYH6002 Psychology of Music (3 credits)

This course addresses music as a projection of the mind and as an emotional response. It examines musical meaning, and evaluates cognitive, behavioral, and neurological responses to music listening. It looks at the perceptual and cognition processes that we apply in listening to music in general and to selected musical elements in particular.

PSYH6010 Principles of Learning (3 credits)

Examines major theories of learning with relevance to instrumental and Pavlovian conditioning, motivation, and affect. Explores relevant research on traditional and contemporary issues in learning. Emphasis is on human learning and behavior modification.

PSYH6011 Sensation and Perception (3 credits)

Experimental foundations and theoretical approaches to problems of sensing, perceiving, and interpreting sensory information. Receptor function and physiology, discrimination, adaptation, attention, perceptual learning, and psychophysical methods of research and assessment.

PSYH6012 Physiological Basis of Behavior (3 credits)

Survey of biological and chemical correlates of behavior, especially concerning the central nervous system, the autonomic nervous system, and the endocrine system, as related to sensation, drive, emotion, learning, and memory.

PSYH6014 Psychology of Social Behavior (3 credits)

Current theory and research in social behavior and social issues. Topics include social cognition, attribution, affiliation and social comparison, aggression, equity and social exchange, attitudes and attitude change, conformity, and group dynamics. Applications are discussed.

PSYH6015 Theories of Personality (3 credits)



Current theories and research are reviewed from several perspectives, including psychoanalytic, humanistic, trait, social-learning, and cognitive. Topics include personality development and consistency, personality change, biological determinants, sex differences, anxiety, the self and self-esteem, and personality as a social inference.

PSYH6016 Intermediate Master's Statistics (3 credits)

Topics in experimental design and correlational analysis, including multiple correlation and regression, selected complex factorial designs, and multiple comparisons. Introduction to the use of statistical computer software.

PSYH6018 Philosophy, History, and Systems of Psychology (3 credits)

The course will provide students with a broad perspective on the discipline of psychology through study of relevant work in philosophy, examination of the history of the field, and consideration of some of the major systems for explaining human behavior. Consideration of philosophy will include issues directly related to work in psychology (e.g., mind-body relations), and discussion of implicit philosophical commitments reflected by efforts in the field. While a good number of broad philosophical and historical issues will be examined, two main themes will be addressed throughout the course: (1) issues about the place of meaning and interpretation in psychology, and (2) the role played by culture (given that investigators and the people they study are members of a culture).

PSYH6020 Child Development (3 credits)

Major issues in child development, examined in light of current research and theoretical formulations. Cognitive development, social development, origins of temperament, the role of early experience, language acquisition, concept formation, the origin of play, moral development, and intelligence testing, from several theoretical points of view, including learning theory, Piagetian system, and psychoanalysis.



PSYH6025 Cognitive Psychology (3 credits)

Survey of what modern cognitive psychology says about problem solving and reasoning, memory, language, imagery, and pathology of language and thought.

PSYH6030 Physiological Basis of Abnormal Behavior (3 credits)

Examines recent developments in the attempt to relate basic biological processes to behavioral disorders and/or mental illness. Discusses animal models of abnormal behavior, their usefulness in making discoveries, and their relevance to human disorders. Topics include physiological influences on anxiety, particularly the role of hormones, biochemical factors in depression, and relationship of stress to these changes; biochemical theories of schizophrenia; genetics and abnormal behavior; and psychosomatic disorders. Prerequisite: PSYH6012 or the equivalent

PSYH6031 Neuro-Psychology (3 credits)

Introduction to human brain behavior relationships, with emphasis on the organization of higher mental functions and the roles of the major cerebral areas. Topics include neural basis and common disorders of language, perception, movement, memory, and behavior control; aging and dementia; developmental disabilities; differences between the hemispheres; and clinical evaluation procedures.

PSYH6032 Introduction to Industrial/ Organizational Psychology (3 credits)

Personal, social, and environmental factors related to people's attitudes and performance in industrial and other organizations. Topics include personnel selection and evaluation, training and development, job analysis, attitudes and motivation, leadership, group dynamics, organizational structure and climate, and job design and working conditions.

PSYH6034 Foundations of Psychopathology (3 credits)



Covers several broad categories of disordered Psychological functioning as classified by the current Psychiatric nomenclature. Focuses on a select number of major diagnostic entities. Emphasizes the formal, structural, experiential, and intra-psychic factors that serve as a foundation for understanding such behavior. Course helps students develop an understanding of the consistencies between behavior that is considered normal and that which is considered pathological.

PSYH6036 Psychology of Violence (3 credits)

Surveys the current clinical, theoretical, and research approaches to studying aggressive and violent behavior-including cognitive models and biological variables-in relation to mental illness. Students review the literature on the antecedents of violent behavior as well as the evaluation and treatment of violent patients, along with related forensic issues.

PSYH6038 Forensic Psychology (3 credits)

Covers several areas that form the interface between the legal system and psychology. Topics include the causes, treatment, and prevention of criminal behavior; eyewitness testimony, expert witnesses, jury composition, and the role that psychological factors play in the presentation of a course case; and the role of punishment.

PSYH6041 Organizational Climate and Culture (3 credits)

The course will cover basic as well as advanced concepts involved in the theory, measurement, and importance of organizational climate and culture. Each class session consists of a lecture and class discussion. Lectures focus on research and theory as well as practical issues and techniques used in applied settings. Upon completion of this course, you should be familiar with: 1) the various models used to define organizational climate and culture; 2) the impact of climate/culture on various organizational and individual phenomena; 3) methodologies used to measure organizational climate and culture; and 4) concepts and methodologies of culture change.



PSYH6043 Emotion and Its Development (3 credits)

This course will examine human emotions from various theoretical perspectives including psychodynamic, phenomenological, biological, and cultural approaches. Topics include the development of emotional life from infancy through adulthood; the expression and development of specific emotions such as anger, anxiety, shame, joy, and romantic love; and the major cultural, spiritual, and religious traditions that have arisen to help us navigate the complexities of human emotional life.

PSYH6044 Psychology of Addiction (3 credits)

The purpose of this course is to introduce students to conceptualization, theory, technique, and relevant research associated with the Psychology of Addiction. Various aspects of addiction, namely Eating Disorders, Substance Abuse, Gambling, Self-Injury, The "Love" Relationships, and Internet addiction, will be reviewed. This important and engaging course will include both didactic and experiential components in order to promote a comprehensive approach to learning about addiction.

PSYH6045 Psychology of Diversity. (3 credits)

This course will review current theories and research on diversity especially as they relate to the workplace. Students will examine psychological principles and research as they relate to human behavior and how we perceive and interact with people who have different backgrounds, values, cultures, experiences and ideas. Additionally, there will be special emphasis on the dynamics of diversity in the workplace and the identification and examination of strategies to successfully manage diversity.

PSYH6051 Health Psychology (3 credits)

Basic overview of the field, including behavior modification, stress, coronary heart disease, hypertension and stroke, pain, the immune system, AIDS and cancer, issues in pediatric



health psychology, smoking, and weight control.

PSYH6053 Gender Roles (3 credits)

Examines the complex, interrelated topics of sex and gender differences; the psychology of women; the psychology of men; and the social and personal "realities" created by gender interactions.

PSYH6054 Developmental Psychopathology (3 credits)

Overview of the major categories of psychopathology in childhood and adolescence.

Theoretical, empirical, and clinical studies are examined and discussed.

PSYH6057 Traumatic Stress Reactions (3 credits)

Deals with the spectrum of psychological, biological, and social sequel of experiences of traumatic stress. Traumatic stressors studied include combat exposure, childhood sexual abuse, natural and man-made disasters, and political prisoner/refugee experiences. Relevant research illustrates the differential effects of traumatic experiences across groups (e.g., gender, developmental level) and over time.

PSYH6059 Psychology of Decision Making (3 credits)

Exploration of the psychological processes that underlie people's judgments and decision making. First identifies some general rules that capture the way people make decisions.

Then explores how people make decisions in numerous domains, including consumer, social, clinical, managerial, and organizational decision making. Looks at both rational and irrational patterns in the way people select options. Discusses the impact of the media on our choices. Also examines how different ways of presenting options and different decision-making strategies can influence decision outcomes. In general, emphasizes the applied implications of the various perspectives on decision making.



PSYH6060 Introduction to Psychological Testing (3 credits)

Broad introduction to the field of psychological assessment, including an understanding of the conceptual issues underlying different approaches to testing and assessment. Surveys the major types of tests used in the field of assessment and addresses the development of the most commonly used instruments. Examines testing with regard to psychometrics (reliability, validity).

PSYH6062 Theories of Cognitive-Behavioral Therapies (3 credits)

Exposes students to the full range of cognitive-behavioral therapy and the underlying assumptions and theoretical models (including its empirical foundations in classical and operant conditioning as well as social learning theory). Also provides students with the practical application of these theories to a wide spectrum of specific psychological problems and psychiatric disorders.

PSYH6066 Clinical Research Design (3 credits)

Basic principles of research design, with emphasis on methods and strategies used in the area of clinical psychology.

PSYH6067 Applied Research Methods (3 credits)

Development and design of field research and quasi-experimental techniques addressed to applied and theoretical questions: problems of control, selection of variables, non-obtrusive measures, sampling, etc. Evaluation research is emphasized.

PSYH6070 Personnel Selection (3 credits)

Development and evaluation of personnel selection techniques, including mental ability tests, personality inventories, interviews, work simulations, biographical information, and drug tests. Strategies for evaluating the validity, fairness, and overall utility of a selection process are addressed.



PSYH6071 Performance Measurement and Rewards (3 credits)

Considers the conceptual and practical issues concerning job analysis, criterion development, and performance measurement. Critical review of alternative approaches and evaluation of their use in providing information to meet various organizational objectives, including performance appraisal, training and development, personnel selection, administrative decisions, and compensation.

PSYH6072 Work Motivation and Attitudes (3 credits)

Analysis and application of motivational theories and principles to individuals and groups in the workplace. Evaluation of the theory and application of various programs and techniques tried previously, including job enrichment, participative management, improved supervision, compensation systems, goal setting, management by objectives, reinforcement, and leadership development and influence techniques.

PSYH6074 Organizational Development (3 credits)

Survey of methodological approaches to planned change, including organizational diagnosis, data collection, interventions, feedback, and evaluation. Specific types of interventions covered include strategic planning, organizational design, culture change, team building, survey feedback, goal setting, and career development.

PSYH6075 Counseling Psychology (3 credits)

Review of basic counseling theory and techniques. Covers processes underlying individual and group counseling, identification and evaluation of behavioral outcomes, case management, and counseling ethics. Surveys specialized counseling approaches and the needs of special populations.

PSYH6076 Leadership and Strategic Change (3 credits)



The nature and evolving definition of leadership is traced from early conceptualizations of trait, social exchange, and behavioral contingency theories to current approaches involving charismatic, transactional, and transformational leadership. Power, influence, information, and politics are examined as these relate to effective leadership. The importance of leadership behavior in promoting adaptive learning and high-performance organizations is considered in light of leadership selection, development, and succession planning.

PSYHC6077 Personality and Organizational Behavior (3 credits)

Reviews theory and empirical research in industrial/organizational and personality psychology to explore the effects of individual differences on workplace outcomes, such as job performance, work attitudes, leadership, and turnover. Examines the Big Five personality model; such specific dispositions as self-esteem, achievement motive, emotional intelligence, and explanatory style; and interactionist, Psychodynamic, and evolutionary personality theories in order to better understand the relationship between personality and organizational behavior.

PSYHC6078 Management Consulting (3 credits)

The consulting process through the lens of industrial/organizational principles and practices. Students learn and demonstrate the skills of client problem definition, analysis, solution, and presentation.

PSYH6079 Executive Coaching and Development (3 credits)

Coaching is a tailored, learning program for behavioral change and optimized performance. This seminar focuses on how coaching in the organization can help leaders achieve: accelerated delivery of strategic objectives; greater organizational resilience in response to change; and quality in personal and professional development. The following core components will be explored in depth: Client-coach relationship and dynamics, assessment,



research/exploration, goal setting, practice & implementation, feedback, evaluation & measurement. In addition, topics covered will include: diversity, critical incident coaching, workplace safety (e.g., harassment), coaching to lead global companies, emotional intelligence and self-knowledge, simulation training, and Board and executive team relations.

PSYH6080 Introduction to Family Therapy (3 credits)

Review of major approaches to family treatment. Covers patterns of family communication and interactions; family conflict and mechanisms of conflict resolution; effects of psychotherapeutic interventions on family functioning; theories and definitions of family psychopathology.

PSYH6081 Seminar on the Family (3 credits)

Review of the historical development of the family and major theoretical questions associated with the family as an institution. Covers sexuality, marriage, divorce, childhood, and parenting in a historical perspective. Examines current definitions of family function, family pathology, and methodological issues in family research.

PSYH6082 Psychology of Adolescence (3 credits)

In-depth study of selected topics in adolescent psychology through a reading of primary sources. The readings follow a historic line, beginning with psychoanalytic contributions in the 1930s (Anna Freud, Karen Horney) and continuing through Erikson, Piaget, Elkind, Youniss, and Gilligan. Topics covered include early theoretical conceptions, cognitive development, identity, peer relations, and more recent papers concerned with multicultural and gender issues. Two psychopathological conditions (suicidal behavior and eating disorders) are studied, as prototypes of adolescent problems, along with descriptions of adolescent psychotherapies. The various approaches to research in adolescence are ascertained by paying special attention to the method(s) employed by each author.



PSYH6083 Group Dynamics (3 credits)

A study of the processes by which individuals start functioning as a team. Considers the developmental stages of team development and the patterns of making decisions and relating to group leaders from a systemic, social, and psychological point of view. Includes a combination of didactic and experiential methods that would be of interest to future team consultants, to people who belong to work teams, to the social psychologist studying how people function in groups, and to the future clinician interested in conducting group therapy.

PSYH6084 Cross-Cultural Psychology (3 credits)

Introduces master's degree students to the fundamental concepts, perspectives, values, and strategies of cross-cultural psychology, which focuses on understanding human behavior in its socio-cultural context. Takes the perspective that psychological processes can be compared for similarities and differences across cultures, as well as analyzed in their "indigenous" forms. This means that the psyche has both universal and culture-specific components; thus, while some phenomena (e.g., depression) exist in almost all cultures, their causes, manifestations, and meanings may be culture-specific and not comparable.

PSYH6085 Interpersonal Approaches to Psychotherapy and Psychopathology (3 credits)

Examines a variety of interpersonal approaches to psychopathology and psychotherapy through consideration of theory, research, and practice. Considers long-standing, fundamental issues regarding (1) the role of interpersonal relationships in human nature and (2) how to conceptualize interpersonal behavior. Includes some discussion of recent critiques of work on psychopathology and psychotherapy, which argue that efforts-even including certain supposedly interpersonal efforts-reflect and support an overly individualistic view of the person.



PSYH6090 Quality of Work Life (3 credits)

Considers major theories, research, and best practices contributing to quality of work life as a core part of business strategy. Topics include work-life quality as a function of organizational structure and design; assessment, evaluation, and intervention schemas; stress management; organizational culture and diversity; and the application of emotional intelligence to leadership and team building.

PSYH6110 Independent Study (3 credits)

Supervised reading and/or research with a faculty member on a topic selected by the student.

PSYH6121 Theories of Psychotherapy (3 credits)

Overview of the theories of therapeutic change, covering the various interventions currently practiced, ranging from psychodynamic and cognitive-behavioral-based techniques through the existential-based, nondirective and Gestalt modalities.

PSYH6126 Research Methods and Experiences (3 credits)

Students do research for about 10 hours a week under the supervision of faculty or other qualified researchers. In addition, weekly class meetings provide information on a variety of research methods and experimental design issues. The course is often taken by students who plan to expand their research into a master's .

PSYH Independent Research (3 credits)

Enrollment is subject to the availability of appropriate projects. Prerequisites: permission of appropriate sponsor.

Advanced Courses

PSYH6201 Cellular, Molecular, and Developmental Neuroscience(3 credits)



Intensive introduction to basic neuroscience. Lectures and readings cover neuro-anatomy; basic biophysics; cellular, molecular, and developmental neuroscience.

PSYH6202 Sensory and Motor Systems (3 credits)

Intensive introduction to integrative neuroscience. Lectures and readings cover sensory and motor systems and higher functions of the nervous system.

PSYH6209 Cognitive Development (3 credits)

Introduction to central issues in the study of cognitive development, which aims to (1) provide breadth by reviewing the major theoretical approaches, classic tasks, and paradigms for studying and understanding cognitive development (constructivist, nativist, biological, information processing, and systems approaches) and (2) provide depth by considering the strengths and shortcomings of each theory and the pros and cons of different research strategies for investigating the central questions of cognitive development (characterizing change, underlying change mechanisms, generality of change, and stability of behaviors across individuals and circumstances).

PSYH6212 Judgment and Decision Making (3 credits)

Covers normative and descriptive theories of individual decision making, the classical experimental literature, and recent work, such as the Prospect Theory of Kahneman and Tversky.

PSYH6214 Language Acquisition (3 credits)

Development of grammatical structure in children's language; word learning; views of the nature of the acquisition process; what the study of language development says about the nature of language.

PSYH6217 Research Methods in Social/ Personality Psychology (3 credits)



The basics of conducting social and personality psychology research. Students receive practical instruction in research design, methodologies, statistical analysis, and evaluation of published research articles for soundness of design and validity of conclusions.

PSYH6219 Computational Models of Cognitive Science (3 credits)

Introduction to computational modeling, connectionist and symbolic, in cognition and language; why modeling is important, what makes a good model, and how models can inform experimental work. Topics include object permanence, linguistic inflection, and the acquisition of grammar.

PSYH6221 Behavioral and Cognitive Neuroscience (3 credits)

Provides a detailed background in four major areas: (1) neuro-anatomy of the brain and spinal cord; (2) cognitive neuroscience, including discussions of consciousness, cognitive neuroscience techniques, as well as high-level sensory perception/recognition; (3 credits) learning memory and emotion, including conditioning and motivation; and (4) cellular mechanisms of plasticity.

PSYH6223 Perception (3 credits)

In-depth survey of psychophysical and modeling methodology, and vision and auditory research. Topic areas include linear systems theory, signal detection theory, optics, spatial vision, motion analysis, depth perception, color vision, auditory coding of intensity and frequency, sound localization, and speech perception.

PSYH6226 Psycholinguistics (3 credits)

Graduate-level introduction to the cognitive processes and linguistic structures that enable language comprehension and production, with an emphasis on lexical, syntactic, and semantic structures and processes.

PSYH6228 Intermediate Statistical Methods in Psychology (3 credits)



Review of introductory statistical methods, with special emphasis on sampling distributions, statistical inference and estimation, statistical power, and sample size estimation for common statistical tests. Methods include measures of association, t-tests, ANOVA, and chi-square. Use of statistical computer software.

PSYH6229 Regression (3 credits)

Multiple regression/correlation as a general data analytic system. Sets of variables as units of analyses, representing group membership, curvilinear relationships, missing data, interactions, the analysis of covariance and its generalization; logistic regression; nonparametric statistics. Computer applications. Prerequisite: PSYH6228 or the equivalent

PSYH6231 Theories of Personality and Psychotherapy (3 credits)

Surveys and evaluates a broad range of theoretical perspectives on the nature of the mind, behavior, and personality, and their implications for psychotherapy.

PSYH6233 Simulation and Data Analysis (3 credits)

Prerequisite: elementary calculus and some programming experience in any language. 3 points. Covers topics in numerical analysis, probability theory, and mathematical statistics essential to developing Monte Carlo models of complex cognitive and neural processes and testing them empirically.

PSYH6236 Linear Systems (3 credits)

Introduction to linear systems theory and the Fourier transform. Intended for those working in biological vision or audition, computer vision, and neuroscience and assumes only a modest mathematical background.

PSYH6239 ANOVA (3 credits)

Complex analysis of variance designs and their computation. Prerequisite: PSYH6228



PSYH6241 Individual Behavior in Organizations (3 credits)

Theory and research regarding attitudes and motivation of members of work organizations.

PSYH6242 Social and Group Behavior in Organizations (3 credits)

Introduction to the major theories and research concerning social and group behavior in organizations. Topics include leadership, conflict, power, and influence; group processes, performance, and decision making; organizational culture, design, and development; and international dimensions of organizational psychology.

PSYH6243 Psychometric Test Theory (3 credits)

Theory and practice of measurement; classical test theory (reliability and validity); item response theory; latent trait methods, including factor analysis; and logistic latent trait models. Provides computer experience with methods. Prerequisites: PSYH6228 and PSYH6229.

PSYH6244 Multivariate Statistical Analysis (3 credits)

Theory and application of multivariate statistical methods in the behavioral sciences. Topics include matrix algebra, univariate/multivariate general linear models, multivariate analysis of variance, discriminant analysis, canonical correlation, and principal components analysis. Emphasis is on computer applications in the analysis of multivariate data. Prerequisite: PSYH6229 or permission of the instructor.

PSYH6247 Structural Equation Methods (3 credits)

Students apply and critique structural equation methods for studying relationships among multiple variables, including path analysis, confirmatory factor analysis, latent variable regression models, and methods designed for categorical data. Emphasis is on practical data analysis and public presentations of findings. Prerequisite: PSYH6244



PSYH6248 Analysis of Change (3 credits)

Current issues and methods involving the analysis of change in the behavioral and social sciences, including latent change approaches, hierarchical linear models, and survival analysis, as well as classical methods for the analysis of change, including change scores, mixed model ANOVA, regression, and MANOVA. Prerequisite: PSYH6229

PSYH6252, Research Seminar in Industrial/ Organizational Psychology (3 credits) .

Planning and conducting research in industrial/organizational psychology. Issues and options in research design, implementation, and data analysis are discussed. Students perform, report on, and discuss individual research projects. Prerequisites: PSYH6228, PSYH6284.

PSYH6254 Leadership and Supervision (3 credits)

Psychological questions, theories, and empirical data relating to leadership and supervision in the formal organization; psychological theories of leadership, the change process, and performance evaluation.

PSYH6255 Psychology of Justice (3 credits)

Introduction to psychological theories about social justice. Examines the four major theoretical frameworks of justice theory: relative deprivation, distributive justice, procedural justice, and retributive justice. Using these frameworks, the course examines the role of justice in social attitudes and behavior, the influence of justice on the advantaged and disadvantaged, the scope of justice concerns, the nature of the justice motive, and cultural differences in conceptions of justice.

PSYH6256 Psychology of Group Behavior (3 credits)

Topics and issues involving the psychology of small group behavior. Contemporary theory and research in laboratory and field settings. Emphasis on group processes affecting individual perception and behaviors within the group. The impact of supra-organizational



or contextual constraints on formal and informal group processes.

PSYH6257 Law and Psychology (3 credits)

Examines the interface between psychology and the law and legal institutions. Considers a variety of topics, including the use of empirical evidence by the courts; decision making by legal actors (judges, juries); why people obey the law; how to resolve social conflicts, etc.

PSYH6269 Intervention and Social Change (3 credits)

Models and processes of social change, both planned and naturally occurring. Topics include intervention and change processes at setting, organizational, institutional, and societal levels and their relationship to behavior across the life span. Theories of intervention are integrated with discussion of change endeavors throughout the course. Outcomes of interest include mental health problems, antisocial behavior, competence, HIV risk and protective behaviors, and positive development. Prerequisite: PSYHC6290

PSYH6272 Primary Prevention (3 credits)

Examination of the idea of prevention from its earliest roots in the field of mental and public health through to contemporary perspectives on the promotion of well-being.

PSYH6279 Seminar in Social/Personality Psychology (3 credits)

Systematic introduction to current research topics, including person perception, trait structure and heritability, attribution, stereotyping, affiliation, achievement, gender, helping, equity and justice, aggression, intergroup relations, and cross-cultural research.

PSYH6280 Automaticity (3 credits)

The history of two distinct models of thought-one conscious and intentional, the other automatic and unintentional-as research topics in psychology. Explores the meaning and nature of these forms of thought and their interaction and impact on social psychological



phenomena, from perception through judgment to behavior. Explores motivation, free will, and nature and purpose of consciousness.

PSYH6284 Basic Research Methods in Social Behavior (3 credits)

Introduces research methods and issues in the scientific study of social behavior. Topics include the logic of inquiry and theory development; ethics of research with human participants; research design; methods of data collection; and application of research principles to investigations in laboratory, community, and organizational settings.

PSYH6285 Advanced Research Methods in Social Behavior (3 credits)

Practice in idea formulation, data analysis, and report writing. Current research from relevant journals examined critically. Projects can be carried out in groups. Prerequisite: PSYH6284

PSYH6290 Organizational and Community Processes (3 credits)

Major theories and approaches to the study of people in context and to understanding how individual behavior and functioning are influenced by features of settings. Emphasis on social and community organizations, including formal and informal structures, and communities and neighborhoods as social and functional systems.

PSYH6291 . Foundations of Social Cognition (3 credits)

Introduction to the historical roots of and current trends in social cognition. Stages in information processing (including attention, categorization, explanation, inference, and recall) and their relation to judgment, behavior, and social issues, such as prejudice and discrimination. Also the role of situational and personality mediators.

PSYH6292 . Psychology and Social Issues (3 credits)

Relationship of current topics in public policy to psychological theory and evidence. Examination of psychological approaches to policy-relevant issues in the context of other disciplines: public policy analysis, economics, sociology, and anthropology. Current social



issues addressed may include poverty, education policy, welfare reform, immigration policy, and health policy.

PSYH6293 Evaluation Research (3 credits)

Quantitative and qualitative approaches to evaluation research. Political, strategic, and ethical issues; designs and analysis techniques for process and outcome evaluations; needs assessment; measuring change; goal attainment; cost analysis; and time series analysis.

Prerequisites: PSYH6229 and a course in research methodology

PSYH6294 Ecological Assessment (3 credits)

Methods for assessing the social, organizational, and community contexts of human behavior. Reliability and validity of measures of context. Methods for aggregating individual attitudes or characteristics (e.g., perceived social climate, census data), measuring theoretically important features of ecological units directly, and assessing transactions between people and environments.

PSYH7210 Seminar in Psycholinguistics (3 credits)

In-depth examination of topical issues in language comprehension, production, and acquisition. Sample topics: mechanisms for syntactic and interpretative processing; modular and non-modular approaches to language comprehension; statistical and rule-based approaches to language acquisition.

PSYH7211 Culture and Child Development (3 credits)

Focuses on theoretical and empirical work, from a variety of disciplines (including psychology, anthropology, education sociology, history, and evolutionary psychology), that considers the role of cultural factors in children's cognitive and social development. Rather than simply debating notions of cultural specificity versus universality, participants are asked to consider the potential contribution that analyses of cultural factors can make to our understanding



of children's development in general. Students are active participants in organizing and leading class discussion and are required to prepare a research proposal that addresses a specific issue regarding the role of cultural factors in development.

PSYH7213 Field and Intervention Research Design and Methods (3 credits)

Examines how to ask questions, develop theory, and choose and implement research designs and methods of data collection in naturalistic social settings. Designing and decomposing the effects of both longitudinal and intervention studies are highlighted. The philosophical, social, cultural, ethical, and political values and issues impacting the research enterprise as well as the trade-offs between ideal procedures and what can actually be accomplished are underscored throughout the course.

PSYH7214 Social/Personality Development (3 credits)

Presentation of major theories and issues concerning the development of children's social awareness and behavior, including early attachment processes, socialization, social perception, and social behavior and motivation.

PSYH7220 Seminar in Cognitive, Perceptual, and Language Development (3 credits)

Advanced topics in developmental psychology. Topics may include conceptual development, language acquisition, motor skill acquisition, and perceptual learning and development.

PSYH7233 Seminar in Perception (3 credits)

Advanced topics in perception. Topics have included object recognition, space perception, binocular stereopsis, visual cue combination, feature analysis, visual-motor coordination, visual attention, and fMRI methods in perception.

PSYH7241 Behavioral Neuroscience (3 credits)



Survey of basic areas in behavioral neuroscience. Areas of primary interest include behavioral and neurobiological analysis of instinctive behavior, conditioning, motivation and emotion, and learning and cognition. Prerequisite: PSYH6202 or equivalent

PSYH7282 Seminar in Selected Research Topics in Social Psychology (3 credits)

Considers significant current research areas in social/personality psychology. Presentations by guest speakers and by students engaged in their own research programs constitute a major portion of this course.

PSYH7286 Attitude Theory (3 credits)

Contemporary theories of attitude formation, structure, and change; attitude measurement; derivative research and current controversies among the leading theories; related concepts such as beliefs, values, and public opinion.

PSYH7287 Webminar in Community Research (3 credits)

Closely supervised field research experience involving a social endeavor. With faculty supervision, students choose projects providing them with experiences in the processes of pre-entry, entry, development, and implementation of a social intervention, as well as its evaluation, feedback of its results, and responsible exit.

PSYH7290 Advanced Seminar in Community Psychology (3 credits)

In-depth examination of a current research area in community psychology.

PSYH7296 Advanced Topics in Organizational Psychology (3 credits)

In-depth examination of a current research area in organizational psychology.

Prerequisite: graduate course in social psychology

PSYH7326 Seminar in Memory and Cognition (3 credits)

In-depth examination of topical issues in memory and cognition. Sample topics: mathematical



models of memory and cognitive processes; aging, memory, and cognitive control; imaging methods in cognitive tasks; current controversies in categorization.

PSYH7391 Seminar in Current Topics (3 credits)

The YU offers several seminars each term, reflecting the interest of advanced students or members of the faculty in contemporary problems in psychology theory, research, or practice.

PSYH7900 Separate Comprehensive Examination (0 Credits)

Comprehensive final examination for students in the Master of Arts in Psychology program. The "Comprehensive Final Exam" is tailored specifically to each program and must be taken after students have completed all the hours of study (i.e. during the semester following the final course) and successfully completed before the award of a degree

SOCZ 791 Master's Seminar in Psychology (6 hours)

Preparation for the Psychology research seminar begins on day one of a student's graduate program of study. The theories, research methods and analytical skills, and substantive knowledge obtained through their master's curriculum provide the basis for the research seminar project. Students will support the thesis effort, including gathering bibliographic and reference materials on the research seminar topic including developing individual course research papers that may become sections of the final research seminar. The research seminar proposal must provide a clear and lucid description of a question or problem and a proposed method of answering the question or solving the problem.

Master of Arts in Sociology

This graduate degree program offers a curriculum in Sociology, leading to a Master of Arts. The design of the program focuses on students seeking advancement in the sociology -



related fields. The degree program provides students with knowledge in the areas of gerontology, cultural , political sociology other current and timely topics. Students choose from numerous major courses to focus their studies. The Sociology program provides the student with an understanding of the field .The Curriculum offers a useful educational experience and academic skills for students who wish to pursue doctoral study or possibly a research position.

Degree Program Objectives

In addition to the institutional and degree level learning outcomes objectives, the Master of Arts in Sociology also seeks the following specific learning outcomes of its graduates. Graduates in this degree program will be able to:

- Distinguish between the major theories of Sociology and how they impact in Society
- Analyze the various political ,psychological and other fields theories and how in influence in our understanding of Culture
- Evaluate the various definitions, objectives, and issues of Sociological Research
- Critically examine Sociology cases, determine their cultural, social, and economic impact.
- Apply the concepts of professional and ethical behavior within the sociology field

Degree Program Requirements Core Courses (18 credits) (6 Courses)

SCOM 504 Logic of Inquiry

SCOS 504 Research Methods: Applied Data Analysis.

SCOS 590 Statistical Methods of Analysis I

SCOS 591 Statistical Methods of Analysis II



SCOT 502 Contemporary Sociological Theories

SCOT 503 Sociological Theories

Major Courses (15 credits)

Choose five (5) courses from the list below:

SCOA 501 Socialization Through the Life Cycle

SCOA 502 Adult Development and Aging

SCOC 501 Transitions and Transformation in Eastern Europe and China .

SCOC 502 Social Science Workshop on Contemporary China.(6 hours)

SCOC 503 Topics in Contemporary Chinese Society. .

SCOC 504 Poverty and Social Welfare

SCOC 505 Sociology of Culture

SCOC 507 Cultural Sociology. .

SCOG 501 Work and Gender.

SCOG 502 Sociology of Gender

SCOM 501 Medical Sociology .

SCOM 503 Field Methods

SCOS 502 Qualitative Methods in Social Research

SCOS 503 Research Methods: Design and Data Collection.

SCOM 505 Advanced Methods of Ethnographic Field Research.

SCOM 506 Comparative and Historical Methods. .

SOCP 501 Colonialism and Empire.

SOCP 502 Current Debates in Political Sociology. . .

SOCP 505 Political Sociology

SOCR 502 Religious Nationalism.



SOCR 503 Sociology of Religion

SCOS 502 Sociology of Deviance and Control

SCOS 503 Analysis of Social Structure. . .

SCOS 505 Inequality and Society

SCOS 506 Organizations and Organizational Change

SCOS 507 Social Stratification .

SCOS 509 Theories of Social Change . . .

SCOZ 503 Demography

SCOZ 504 Economic Sociology.

SCOZ 505 Knowledge in Society.

SCOZ 507 Sociology of the Arts: Classical and Contemporary Perspectives.

SCOZ 509 Social Processes.

SCOZ 512 The Urban Metropolis

Graduate Electives (3 credits) One Course

Select one course to meet required, core, or major requirements.

End of Program Requirement - Comprehensive Exam Or Seminar

SCOZ 700 - Comprehensive exam [3 credits] - Taken once all other requirements have been met unless thesis is taken.

SCOZ 791 - Master's Seminar in Sociology [3 credits] - The Seminar will satisfy the Elective requirement

Total Hours: 39 credits

Sociology Degree Courses by Issues

Age



SCOA 501 Socialization Through the Life Cycle (3 credits)

Beginning with childhood, the course traces the process by which persons are socialized into sexual, racial, religious, occupational, marital, and parental social roles, and to the identities and patterns of interaction individuals have with significant others and social groups at various points in the life cycle. Attention will also be given to the direct and indirect techniques by which persons socialize with others at different stages in the life cycle, including the impact on individuals and groups of particular agencies of socialization (e.g., school, church, local community, etc.).

SCOA 502 Adult Development and Aging (3 credits)

The older adult population and adult development is examined from social and cultural perspectives. Gerontological theories and research which pertain to the family, the community, political life, the economy, work and retirement, religious life, and other social institutions are studied.

China

SCOC 501 Transitions and Transformation in Eastern Europe and China (3 credits)

A comparative discussion of the political economy of reform and restructuring in Eastern Europe and China. Processes of institutional and social transformation in each region are examined, with particular attention paid to the effectiveness of different transition policy packages.

SCOC 502 Social Science Workshop on Contemporary China.(6 hours)

This is a year long course . Students must register for and complete both terms. This workshop examines contemporary Chinese development from a variety of disciplinary



perspectives, including anthropology, economics, law, political science, and sociology. At each session, advanced graduate students deliver short presentations of current works in progress, circulated in advance, for forum, and chat discussion and critique. This format is designed to educate participants about particular topics, provide constructive feedback on developing works of scholarship, and generally foster interdisciplinary dialogue and perspectives among the broad community of social scientists focusing on China. The course credit is available to students who attend the colloquium in both the fall and spring terms and submit a thirty-page paper.

SCOC 503 Topics in Contemporary Chinese Society. (3 credits)

Discussion of the social and political consequences of China's entry into the global economy with a focus on patterns of inequality and the success of individuals and communities seeking greater social autonomy and political freedoms. In addition to the weekly seminar meeting, there is an optional discussion section conducted entirely in Chinese. Knowledge of modern Chinese desirable but not necessary..

Cultural Sociology

SCOC 504 Poverty and Social Welfare (3 credits)

This course will explore a number of specific issues related to poverty and social welfare in the United States. Special attention will be given to explanations of poverty and perceptions of the poor; the extent and character of social welfare efforts in historical and contemporary perspectives; the structure of the American welfare system (public and private); an examination of the functions of poverty and social welfare systems in the U.S. and other industrial societies; economic, political, and other limits to the further development of the welfare state.

SCOC 505 Sociology of Culture (3 credits)



This course will examine the relationship between social structure and cultural expressions, and the various ways sociologists have conceived of those relationships. We will look at theoretical treatments, empirical analyses, and methodological concerns related to a sociological understanding of culture. The substantive focus will be on cultural fields such as literature, art, music, and/or religion in their diversity of forms and social contexts. The diversity of cultural expressions may include everything from a Michelangelo painting to subway graffiti, from rap music to a Bach chorale -- both so-called "popular," "folk," or "ethnic" culture and what is often called "high" culture. In addition to examining the social organization of their production and consumption, we will also pay special attention to how cultural objects and symbolic expressions are used in social action and political struggles.

SCOC 506 Sociology of Technology and Material Culture (3 credits)

This course will serve as an introduction to the sociology of things, most notably the sociology of technology, design and the built environment. While technological determinism underlines many theories of social change the usual sociological stance has been to treat the material world as a blank book on which social meaning is written. In consequence there seemed to be no real need to take things seriously. In a world of rapid technological change, environmental degradation and rampant consumerism, such an approach to the material world is inadequate. Recent work in the sociology of technology and the sociology of culture has begun to suggest ways out of the inadequacies of traditional approaches and suggest ways for sociologists to take things seriously; to understand both the technologies of the workplace, home and the environment, and material cultural artifacts. We will examine constructivist and political-economic approaches to the construction of technology and artifacts, and delve into a variety of theoretical approaches to the study of their impact and audience-response.



SCOC 507 Cultural Sociology. (3 credits)

After a review of a broad range of contemporary perspectives, the seminar proceeds to examine in depth, and in its variations, the strong program in cultural sociology. This includes looking at theoretical ideas about hermeneutics and interpretation, critical theory, semiotics, structuralism and post-structuralism, social drama and ritual, performance studies, and social approaches to symbolic process. It also includes looking at empirical studies that apply cultural methods to such issues as politics, violence, civil society, and collective trauma.

SCOC 508 Race and Ethnicity in American Society (3 credits)

This is an exploration of processes and theories of migration, immigration, and assimilation; an analysis of prejudice, discrimination, and inter-group conflict; a focus on social movements and social change; and a special emphasis on relationships between social class and race or ethnicity.

SCOC 509 Cultural Performances. *New Perspectives in the Social Sciences* (3 credits)

"Performance" has become a major new topic in both the humanities and the social sciences, and provides a new bridge for interrelating the disciplines that compose them. Performance allows textual emphasis to be related to contingency and context, symbolic action to be related to power and control, and dramatic production to be related to audience response. In this course , we examine the critical texts of this movement and host, in person, some of its most prominent students and practitioners.

Gender

SCOG 501 Work and Gender. (3 credits)



This course examines how workplaces, jobs, and workers come to be structured along gendered lines. The students reads theoretical accounts, empirical studies, ethnographies, and legal cases to obtain an understanding of the mechanisms through which work becomes gendered. Among the questions the course addresses are: Does the workplace reflect or rather actively reproduce gendered social relations and identities? What is the relationship among wage work, citizenship, and gender? How do structural features of organizations tend to reproduce sex segregation and gender harassment? How should we understand the relationship between gender and sexuality at work? Which theories ground past and present interpretations of the law's ban on sex discrimination? Which theories should do so?The representation of gender and work in the popular media is also explored, through an accompanying, required, film series.

SCOG 502 Sociology of Gender (3 credits)

This course surveys sociological and related scholarship on women and gender relations. The course begins by tracing the emergence of gender analysis in the feminist movement and in the critique of conventional sociology. The focus is on selected texts which take up central and emerging themes, issues, and debates. These may include the social construction of gender identity and sexuality; cultural aspects of gender relations; women's paid and unpaid work and the gendered division of labor; the family, reproduction, and parenthood; race, class, and feminism; gender and poverty; the sociology of masculinity; and sexual violence.

Medical Sociology

SCOM 501 Medical Sociology (3 credits)

This studies the social components of illness and of health. Consideration of the social



context of health and disease, and the social response to illness as deviant behavior. Also covered are perspectives on health and illness; the sick role, illness definitions, and differing societal approaches to health and illness; medicine and bureaucracy; social structures in the network of hospital relations; factors affecting mortality and morbidity; the organization and use of health sciences and agencies; community public health; cross cultural studies of health services; and the strategy and conduct of socio-medical research.

Methods

SCOM 502 Life Course Research: Theoretical Foundations and Empirical Approaches

(3 credits)

This course has been designed to provide a comprehensive introduction to the current state of life course research. The first part of the course covers methods of cohort and event history analysis. The second part addresses substantive problems and examples of current research on work and family lives and their interconnections. How do societies structure human lives? What are universal features of age differentiation and what are historically emergent patterns of life courses? How do advanced societies differ in the ways they organize life transitions, life phases, and life trajectories? How are life course regimes and the stratification of life chances related to each other?

SCOM 503 Field Methods (3 credits)

The methodology of sociological field research in the Chicago School tradition. Readings include theoretical statements, completed studies, and experiential accounts of researchers in the field. Includes exercises in specific methods and procedures of data collection (participant observation, interviewing, collaborative research, systematic observation, oral



history) and data analysis. Focuses on the student's completion of his/her own research project and functions as a support group to aid in its completion. Usually offered every second year.

SCOM 504 Logic of Inquiry. (3 credits)

The seminar is an intensive introduction into the methodology of the social sciences. It covers such topics as concepts and indicators, propositions and theory, explanation and understanding, observation and measurement, methods of data collection, types of data, units of analysis and levels of variables, research design: experiments and quasi-experiments, description and causal modeling, verification and falsification, testing and inference, longitudinal analysis. The seminar also addresses methodological issues raised by qualitative and hermeneutic approaches. Besides the discussion of selected texts, we re-analyze classical studies as well as recent research papers.

SCOS 502 Qualitative Methods in Social Research (3 credits)

This course is an introduction to the major qualitative methods of social inquiry. Participant observation, interviewing, historical analysis, and content analysis, as well as ethical issues of field research, are studied. Research settings studied range from informal groups and communities to formal organizations.

SCOS 503 Research Methods: Design and Data Collection. (3 credits)

Survey of (re)current debates, problems, and innovations in qualitative and quantitative empirical research, including both data collection and data analysis issues. Focus on assessing and improving validity and generalizability within the theoretical and practical limits of social science research. Aims at developing a set of skills necessary for everyone who is interested in designing empirical fieldwork. Familiarity with statistics may be helpful but is not required.



SCOS 504 Research Methods: Applied Data Analysis. (3 credits)

Focus on practical experience with analyzing complex data, including data management, exploration, description, and multivariate analysis. Familiarity with the basics of research methodology and statistical inference is required. Special emphasis is given to issues of comparisons across time and space with both descriptive and analytic methods. A second theme throughout the class is how to measure, describe, and explain changes/differences in inequality. The class covers basic statistics as well as multivariate regression models for continuous and categorical dependent variables.

SCOS 590 Statistical Methods of Analysis I (3 credits)

Prerequisites: familiarity with undergraduate statistics and methods courses; . This course is devoted to the study of intermediate statistical techniques widely used in the social sciences. After a review of bi-variate regression and cross tabular analysis, the course proceeds to an extended treatment of the general linear model. Topics considered include model construction, interpretation of results, partitioning of variance, tests of statistical significance and interactions. Other statistical techniques including analysis of variance and covariance will be considered within the common framework of the general linear model. Attention will focus on the application of these techniques to research problems in sociology and to their utility in applied research.

SCOS 591 Statistical Methods of Analysis II (3 credits)

The course is designed to introduce a number of intermediate level statistical techniques useful to the researcher . The primary topics include path analysis, logistic regression, and factor analysis which are presented in the context of the general linear model. Although the mathematical basis of the techniques will be considered, the emphasis in the course will be on the students' acquisition of an operational knowledge of the techniques which will



allow them to apply the techniques in their own research. The goals of the course are: (1) to ensure that each student understands the techniques with enough clarity to recognize when they are appropriate research tools; (2) to provide the student with sufficient expertise to apply the techniques to moderately complex research problems; and (3 credits) to provide sufficient background on each technique to allow for a review of the relevant literature to determine which variation of the technique is most appropriate to the research problem at hand.

SCOM 505 Advanced Methods of Ethnographic Field Research (3 credits)

This seminar is a Webminar in participant observation. We begin with readings on ethical and methodological issues pertaining to ethnographic fieldwork, but the bulk of the course focuses on workshop-style discussions of students' experience in their field sites. Participants are required to spend four hours per week in a field site and to write and share field notes, as well as hand in a final paper. Participants should initiate a field placement before the semester begins, as this process can be time-consuming and it is essential that students have access to a site by the second week of the semester.

SCOM 506 Comparative and Historical Methods. (3 credits)

This course provides a hands-on introduction to the craft of comparative and historical analysis. Through a series of small-scale projects, students learn how to frame researchable problems, how to use comparisons to address them, how to work with different types of primary sources, how to transform them into "data," and how to manage this data



Political Sociology

SOCP 501 Colonialism and Empire. (3 credits)

This seminar explores the dynamics of imperial states, societies, and subjectivities, as well as the theoretical literature addressing problems of colonialism and empire. We survey current debates over the question of the imperial status of the contemporary United States, as well as ranging over historical imperial contexts including the Roman and Ottoman empires; the overseas empires of the early modern Western European states; the struggle for imperium in the late nineteenth-century world; twentieth-century colonial empires; and decolonization and imperial aftermath in both the post-state socialist and third worlds. We pay particular attention to the thorny issue of how and why empires are made, cohere, or come apart. The reflections and experiences of both those who operate empires and those who live within their borders are threaded throughout the course.

SOCP 502 Current Debates in Political Sociology. (3 credits)

Examination of current topics in the sociology of the state and politics. Initial consideration of issues in political philosophy; primary focus then turns to recent debates, including globalization and neo-liberalism, restructuring of the welfare state, relations between state and civil society, racial and gendered character of politics, collective actors and social movements, and war and violence, among other topics.

SOCP 503 Early Modern Empires: Theory and History. (3 credits)

This co-taught graduate seminar explores the dynamics of early modern empires, as well as the relevant theoretical literature that addresses problems of colonialism and empire more generally. Why and where were the successive early modern empires built; how and why did they cohere and come apart? What differentiates them from contemporary or ancient colonialism and empire? Our readings range over varied intersecting historical colonial



contexts including the first wave of overseas empire of the western European states; the Ottoman Empire; and imperial orders in Asia and the Americas. The reflections and experiences of both those who operated the levers of empires and those who lived within their borders are featured throughout the course. Students write a primary-source-based research paper at the close of the course.

SOCP 504 Empires and Imperialism. (3 credits)

A study of empire as a territorial organization of political power. Comparison of empire in different historical periods, from antiquity to European overseas expansion in the fifteenth through twentieth century, and in different geographic contexts in Africa, Asia, and Europe. Review of economic, political, and cultural theories of imperialism, colonialism, and decolonization.

SOCP 505 Political Sociology (3 credits)

Consideration of major sociological theories is given to the changing bases of order and cohesion in modern societies and local communities. Attention is given to the roles played by formal organizations, political parties and interest groups, social movements, ethnic groups and social classes, and individual leadership. Examination of the nature of public opinion and ideology, political socialization and identification, and political activity.

SOCP 506 Social Movements. (3 credits)

Social Movements are important modes of social action in the contemporary world, and studying them provides insights into two of sociology's "big questions" -- understanding social change and understanding the relationship between social structure and individual action. The course covers the dynamic field of social movement research from its origins to the present day. We discuss developments in theory and methodology primarily from European and American (North and South) perspectives, but touch on others as well. This



course will address these larger questions by focusing on case studies of contemporary social movements. The major theoretical perspectives will be examined in light of a variety of empirical case studies, with special attention being paid to how empirical research has led to changes in theory. Case studies for the course will include the civil rights movement, the New Left movements of the 1960s, the women's movement, the gay and lesbian movement, and the environmental movement.

Religion

SOCR 501 Religious Conflict and Change in Contemporary Society (3 credits)

This course will use case studies of religious conflict and innovation to explore the complex reciprocal relationship between religion and historical processes of social change. Much of the course will focus on American religion, but it will also look at movements of religious conflict and change in other parts of the world (e.g., Islamic fundamentalism, Protestant/Catholic tensions in Northern Ireland, liberation theology in Latin America).

SOCR 502 Religious Nationalism. (3 credits)

Until recently, historians and social scientists have generally assumed that "religious nationalism" was an oxymoron or a transitional phase. In this course, we read recent scholarship on religious nationalism in past and present in both the East and the West, and reflect on the normative issues that it raises. We explore the religious roots of Western nationalism, compare the nationalistic propensities of different religious traditions, identify the conditions under which religious nationalism turns violent, and consider whether religion, nationalism, pluralism, and democracy are compatible.



SOCR 503 Sociology of Religion (3 credits)

This course surveys the subfield of the sociology of religion by addressing the problems of defining and explaining religious phenomena as distinctly social phenomena. It considers how social processes shape the form and content of religious life and how religious institutions and individual beliefs and practices in turn shape the social world. Intellectually rooted in the classical tradition, this course addresses such topics as religion and moral order, secularization, church/state relations, plausibility structures, and religion and social change.

Social Deviance /Criminology

SCOS 501 Criminology: Theory, Research and Application

The main emphasis of this course will be on the convergence of theory, research, and policy in the study of criminal behavior and victimization. The course will examine the two main theoretical emphases of criminology--crime as rational behavior, and crime as a result of some identifiable difference between criminals and non-criminals. These will be studied using both consensus and conflict models of society. As the student's understanding of theory grows, the emphasis of the course will shift to research and policy applications, and on the convergency of criminal behavior and victimization.

SCOS 502 Sociology of Deviance and Control

This explores the relationship between the criminal and criminal processing, methods to analyze this relationship, and evaluation of programs to change the relationship; examination of the sociological traditions in criminology, modern theories of criminology and deviance, and consideration of the implications of these theories for social control, with the special emphasis on current work in criminology theory, social planning, and evaluation research.



Social Structure and Change

SCOS 503 Analysis of Social Structure. (3 credits)

This course develops and integrates a variety of the most promising contemporary approaches to the study of social structure and social organization. Building in part on research viewpoints articulated by Kenneth J. Arrow in *The Limits of Organization* (1974), by Janos Kornai in an address at the Hungarian Academy of Sciences published in 1984, and by Harrison C. White in *Identity and Control* (1992), four major types of social organization are identified as focal: (1) social networks, (2) competitive markets, (3) hierarchies/bureaucracy, (4) collective choice. Study of each of the four types has its own scholarly traditions and lineage of key contributors; its own species of, and approaches to, data; its own concepts and theoretical viewpoints; and its own major scientific findings. Contemporary complex social structure contains densely packed multiple levels and expressions of all four types. This lecture course uses mathematical and related models - and comparisons of their scientific styles and contributions - as analytical vehicles of choice in synchronized development of the four areas.

SCOS 505 Inequality and Society (3 credits)

This is an empirical and theoretical inquiry into the causes, consequences, and dynamics of structured social inequality in modern societies. Attention will be given to the various theoretical and empirical attempts to explain the distribution of economic, political, and social resources in society; the processes of class formation; the role of race and gender; and potential changes in such structures.

SCOS 506 Organizations and Organizational Change (3 credits)

Organizations are examined from a sociological perspective. Particular emphasis is placed on how past and present research can be used to facilitate social change in organizations,



e.g., business, social service, and religious organizations. Among the subjects studied: the impact of the social environment; bureaucracy and alternative structure; and effect of structure on administrators, workers, and clients.

SCOS 507 Social Stratification (3 credits)

Social and economic inequalities based on social class and status are a major dimension of individual life chances and life aspirations as well as of the structure and dynamics of societies and the world system. The course is intended to cover the current state of the field in regard to academic and policy debates, theories, methods, crucial research findings, as well as comparative analyses.

SCOS 508 Social Structure and Personality (3 credits)

This course examines the relationship of the individual to the society, how and why societies foster certain types of personality among their members, and conversely, how different personalities affect society in general and economic and political institutions in particular. The course will examine various theories and empirical studies on the relation of the individual to social variables, psychological foundations of society, socialization, the life cycle, national characters, and psychosocial aspects of occupations and life styles.

SCOS 509 Theories of Social Change (3 credits)

Critical appraisal and comparison of major theories of social change are conducted: evolutionary theories, conflict theories, systems theory, etc. Special attention will be given to the work of Weber, Marx, Durkheim, and contemporary writers such as Skocpol as well as to different methodologies for studying social change on both the macro- and micro-sociological levels. The final section of the course will be devoted to projections of future social trends.

SCOS 514 Community and Community Change (3 credits)



Contemporary communities are examined from a sociological perspective. A wide variety of communities, e.g., urban, ethnic, and religious, are studied. Particular emphasis is placed on how past and present research can be used to facilitate social change in community settings. Attention is given to the functions of community organizations, the contemporary neighborhood movement, the impact of social policies on community

Theory

SCOT 501 Foundations of Sociological Theory. (3 credits)

An intensive reading course on the key works of a few select classical social theorists. In previous semesters this course has focused on the works of Max Weber and Karl Marx.

SCOT 502 Contemporary Sociological Theory: Durkheimian Sociology (3 credits)

The course looks at the work of Emile Durkheim and his legacy for both social theory and empirical sociology. In the first part we examine Durkheim's major writings and key concepts. Next an exploration is made of the multiple and often contending ways these have been taken up and interpreted over the past one hundred or so years. Particular emphasis is given to the decline in functionalist and positivist readings of Durkheim and his emergence as a major cultural theorist in recent decades. We consider the contributions of Mauss, Bataille, Goffman, Victor Turner, Collins, Lukes, Douglas.

SCOT 503 Sociological Theory. (3 credits)

This course seeks to convey a sense of what doing sociological theory is all about. We trace the lineaments and genealogies of major theoretical approaches in contemporary sociology, including Marxism, cultural structuralism, utilitarianism, Weberian perspectives,



and so on. We also explore various ways that sociologists and social theorists have contended with these approaches as they have confronted the central questions of the discipline. Many of these questions developed as an effort to understand the processes by which social structures and social actors were created and transformed during the transition from so-called traditional societies to some distinctively modern form of social life. This course remains deliberately open-ended - not only because, at one term long, it must be so, but because sociologists are still engaged in the intellectual project of deciphering modernity. The course seeks to give graduate students the basic tools to build their own reconstructive encounters with sociological theory and practice.

General

SCOZ 501 Bourdieu : The Sociology of Pierre Bourdieu (3 credits)

Pierre Bourdieu (1930-2002) was arguably the greatest sociologist since the classical generation of Max Weber and Emile Durkheim. This seminar surveys his life's work. Through an intensive and extensive reading of Bourdieu's works, students learn what distinguishes Bourdieu's approach from other classical and contemporary versions of sociology and social science; develop a firm and nuanced grasp of his trademark concepts ("habitus," "capital," and "field"); and observe how Bourdieu applied them to the analysis of various social fields (class, gender, the state, politics, art and culture). In short, students learn how to analyze the world in a Bourdieuan fashion.

SCOZ 502 Complex Organizations (3 credits)

Formal organizations treated comparatively and systematically as major components of modern social organization are featured. Treatment will include a survey and critique of leading theoretical traditions (European bureaucratic, American managerial, current attempts



at synthesis), historical and cross-national variation, organization-environment relations, and selected internal processes (e.g., specialization and technological developments, goal attainment, authority and control, cohesion and conflict, socialization and motivation).

SCOZ 503 Demography (3 credits)

Demographic data are widely used in decision-making in business, social service agencies, and at all levels of government. This course is designed to examine the basic techniques used to assemble, analyze, and present demographic information. Also included will be a detailed review of the sources limitations, and advantages of various types of demographic data such as the U.S. Census of Population and Housing. (Johnson)

SCOZ 504 Economic Sociology. (3 credits)

This course provides an overview to the field of economic sociology. Focus is on continuity and change in theory and method over time, from the field's foundations to the so-called new economic sociology of the last fifteen years. Texts include works by Marx, Weber, Bourdieu, Granovetter, Hamilton, North, and Fligstein.

SCOZ 505 Knowledge in Society. (3 credits)

Post-industrial societies are said to rely deeply on knowledge-based economies, the production and distribution of new knowledge, research, and information. The course examines the social foundations of knowledge regimes, epistemic cultures, and the "value" of knowledge: discursive orders and disciplines; expertise and scientific capital; academic research and economic development; property rights and the governance of knowledge.

SCOZ 506 Occupations and Professions (3 credits)

This courses focuses on the structure of paid work in modern society, and its relationship to unpaid work and to self-employment. Attention is paid both to macro factors structuring work--capitalism, industrialism, structures of gender and race inequality, globalization--and



to micro factors such as workplace interaction and culture. Special attention is given to the role of skills and knowledge in the structuring of work.

SCOZ 507 Sociology of the Arts: Classical and Contemporary Perspectives.
(3 credits)

This seminar covers the classical and contemporary sociological perspectives on the arts; the "arts" being understood in the broad sense to include fine art and popular culture.

Framing these perspectives is the dominant sociological narrative, periodized as a movement from traditional to modern and late or postmodern society. The central theoretical focus is on the Frankfurt School and the notion of a culture industry

SCOZ 508 Sociology of Knowledge, Power and Expertise (3 credits)

This course focuses on the relationship between knowledge, expertise and power. What the producers of knowledge do, and which groups claim authoritative possession of knowledge, have consequences for the structure of knowledge and the organization of society. Understanding these issues involves examining a wide range of topics including the professions, religion, scientific knowledge, and other forms of symbolic expression and social interaction. The course will examine both theoretical debates and empirical
