

# WALSH

## Catalog 2019-2020





# WELCOME TO WALSH

Your decision to enroll at Walsh is a sound one. It recognizes our mutual commitment to academic and business excellence. We deliver a business education that integrates theory and application to prepare our graduates for successful careers.

Our goal is to be the preferred business-education institution for students, area employers, and the communities we serve. Whether you attend at one of our locations, online, or a combination of each, you can expect personal attention from faculty and staff throughout your time at Walsh.

We recognize that most of our students are working adults with significant responsibilities and personal obligations. Walsh complements these life realities with a dedicated faculty, many of whom are also business professionals. Your curriculum will reflect relevant, contemporary knowledge that energizes and frames traditional business theory.

We are with you every step of the way. We want you to succeed. And we look forward to you joining the more than 29,000 Walsh alumni.

Sincerely,



Marsha Kelliher  
President and Chief Executive Officer



Michael Rinkus  
Executive Vice President and  
Chief Executive Officer

**\* Due to Independence Day, a make-up session will be required for Friday & Saturday classes during the summer semester**

	FALL 2019	WINTER 2020	SPRING 2020	SUMMER 2020
Graduation Application Deadline	August 1	November 1	February 1	May 1
Semester Begins	September 18	January 6	March 30	June 22
Last Day to Register or Add Classes	September 24	January 12	April 5	June 28
Payment period begins	August 19	December 3	February 25	May 20
Last Day for 100% Tuition Refund	September 25	January 13	April 6	June 29
Last Day to Drop Classes/50% Tuition Refund	October 1	January 19	April 12	July 5
Withdrawal Period Begins	October 2	January 20	April 13	July 6
Payment due date (pay in full date)	October 15	January 31	April 23	July 20
First late payment fee applied	October 16	February 1	April 24	July 21
Second Late Payment Fee applied	November 15	February 15	May 15	August 15
Last Day to Withdraw	November 19	March 9	June 1	August 23
Holiday Recess (No Classes)	November 27 – December 1	January 20	May 25	July 3 & 4
Final Exam Week	December 2 – 7	March 17 -23	June 9 – 15	August 31 – September 5
Semester Ends	December 7	March 23	June 15	September 5
Grades Due	December 12	March 25	June 17	September 9
Third late payment fee applied	December 15	March 15	June 15	September 15
Commencement	January 25	June 20	June 20	TBD

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# General Information

## Walsh Degree Programs

### **Bachelor of Accountancy (BAC)**

### **Bachelor of Business Administration (BBA)**

*with majors in:*

Finance

General Business

Human Resources

Management

Marketing

### **Bachelor of Science in Applied Management (BSAM)\*\***

### **Bachelor of Science in Information Technology (BSIT)**

### **Master of Arts in Business (MAB)\***

### **Master of Business Administration (MBA)**

### **Master of Science in Accountancy (MAC)**

### **Master of Science in Finance (MSF)**

### **Master of Science in Information Technology (MSIT)**

### **Master of Science in Information Technology Leadership (MSITL)**

### **Master of Science in Management (MSM)**

### **Master of Science in Marketing (MSMKT)**

### **Master of Science in Organizational Leadership (MSOL)\*\***

### **Master of Science in Taxation (MST)**

### **Doctor of Management (DM)**

## Dual Degrees

### **Master of Business Administration and Master of Science in Finance (MBA/MSF)**

### **Master of Business Administration and Master of Science in Information Technology Leadership (MBA/MSITL)**

### **Master of Business Administration and Master of Science in Management (MBA/MSM)**

### **Master of Business Administration and Master of Science in Marketing (MBA/MSMKT)**

*\*ACBSP requires new programs to be in place for two years and have graduates from the program before it will be reviewed for accreditation. As a new program, it will be reviewed in 2019 for specialized accreditation by the ACBSP.*

*\*\*ACBSP requires new programs to be in place for two years and have graduates from the program before it will be reviewed for accreditation. As a new program, it will be reviewed in 2021 for specialized accreditation by the ACBSP.*

## Mission

Walsh provides a transformative business education that combines theory, application, and professional experience to prepare graduates for successful careers.

## Values

### Excellence

We operate at the highest level and seek continuous improvement in a collaborative manner.

### Integrity

We practice ethical behavior that demonstrates fairness and reliability.

### Respect

We embrace our diverse society and provide opportunities for all.

### Accountability

We are responsible for our actions and are answerable to each other and the communities we serve.

### Collaboration

We create and sustain partnerships and believe that collaboration fuels innovation.

### Dedication

We are committed to our mission and passionate in our advocacy.

## Accreditation and Approvals

### Accreditation Statement:

Walsh is accredited by the Higher Learning Commission (HLC) [www.hlcommission.org](http://www.hlcommission.org); phone: 312-263-0456 and has received specialized accreditation for its business programs by the Accreditation Council for Business Schools and Programs (ACBSP) [www.acbsp.org](http://www.acbsp.org); phone: 913-339-9356. Visit the accreditation web page to review programs accredited by ACBSP at [www.walshcollege.edu/accreditation](http://www.walshcollege.edu/accreditation).

### Walsh is approved by:

- The State of Michigan Department of Licensing and Regulatory Affairs to grant bachelor's, master's, and doctoral degrees and certificate programs.
- The State of Michigan Department of Talent and Economic Development to train veterans and eligible persons under benefits of Title 38 of the United States Code.
- The Michigan State Board of Accountancy to offer programs satisfying requirements necessary to take the Uniform Certified Public Accountant Examination.
- The State of Michigan Bureau of Professional Licensing to grant Continuing Professional Education (CPE) credit to Certified Public Accountants and other professionals to continue licensure.
- The Student and Exchange Visitor Program (SEVP) to admit international students.
- The State of Michigan Department of Talent and Economic Development as an educational provider for the Michigan Works! Program.

## Walsh is recognized by:

- The National Security Agency as a Center of Academic Excellence in Information Assurance Education (CAE) with curriculum that maps to the Committee for National Security Standards.
- The National Security Agency and Department of Homeland Security as a Center of Academic Excellence in Cyber Defense (CAE-CD) programs.
- The International Information Systems Security Certification Consortium (ISC)<sup>2</sup>® as an education affiliate to assist information professionals and practitioners in attaining information security certification.
- The Michigan Council on Economic Education as an official Center for Economic Education.
- GI Jobs Magazine as a Military Friendly school.

## Endorsements

The Bachelor of Accountancy - Certified Management Accountant (CMA) concentration is endorsed by the Institute of Management Accountants (IMA).

## Non-Discrimination Policy

Walsh strives to maintain an environment free of discrimination and harassment. The institution prohibits discrimination or harassment based on any protected status on the basis of such legally protected characteristics as a person's race, color, religion, gender, age, height, weight, national origin, marital status, veteran status, sexual orientation, gender identity, gender expression or disability. The institution complies with all applicable federal and state laws regarding nondiscrimination, including, but not limited, to Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, as amended by the Violence Against Women Reauthorization Act of 2013, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination and Employment Act of 1967, Michigan's Elliott-Larsen Civil Rights Act and Michigan's Persons With Disabilities Civil Rights Act.

The following person is designated to handle inquiries and reports regarding nondiscrimination and Title IX compliance:

Beth Barnes  
Vice President, Chief Human Resources & Administrative Officer  
Walsh  
3838 Livernois Road  
Troy, MI 48007-7006  
bbarnes@walshcollege.edu or (248)823-1239

## Locations

Walsh offers classes at the following locations:

Troy  
Novi  
Clinton Township (Macomb Community College University Center)  
Orchard Ridge (Oakland Community College)  
Port Huron (SC4 University Center)  
Online

# Institutional Learning Outcomes of Walsh Graduates

Students may be required to participate in outcomes assessment by completing a survey, sitting for an examination, compiling a portfolio of academic work, or providing other academic indicators. Students may also be required to take one or more examinations designed to measure the level of achievement in each Institutional Learning Outcomes as a prerequisite to graduation. Unless otherwise specifically stated in an individual program, no minimum score or level of achievement is required for graduation. Students are expected to participate in these evaluative measures when asked by the institution.

In addition, alumni and various stakeholders are also invited to participate in outcomes assessment to provide additional information on the quality of the programs and courses offered at Walsh. The information obtained through the outcomes assessment process is one of the methods Walsh uses to improve not only student learning but also teaching and ensure an environment of continuous quality improvement in all programs at the course, program, and institutional level. Assessment results are confidential and are presented in the aggregate.

Walsh works to ensure that its graduates are able to add value to the business community and to become successful professionals. One way to deliver that value is to embed into the coursework of every degree the knowledge, skills, abilities, and behaviors that Walsh has identified as Institutional Learning Outcomes. Each undergraduate and graduate program has clearly articulated student learning outcomes for the knowledge, skills, abilities, and behaviors a student possesses upon completing a program. These outcomes are evidenced by the following:

## **Undergraduate Student Learning Outcomes**

Upon graduation from Walsh, students will be able to:

### ***Communicate - Oral***

- Identify information appropriate to the purpose and audience
- Choose delivery techniques appropriate to the purpose and audience
- Demonstrate effective delivery techniques in a variety of settings
- Provide proper citations for source materials
- Construct effective visual aids

### ***Communicate - Written***

- Organize ideas logically
- Select tone, word choice, and style of communication appropriate for the intended audience
- Structure sentences and paragraphs using correct language, grammar, spelling, and punctuation
- Provide proper citations for source materials
- Produce clear and concise documents

### ***Problem Solve***

- Identify a problem in an organizational context
- Define the problem
- Summarize potential solutions
- Recommend a solution
- Propose methods to evaluate the effectiveness of the recommended solution

### ***Master a Business Discipline***

Students achieve learning outcomes as noted in each academic program.



## Graduate Student Learning Outcomes

Upon graduation from Walsh, students will be able to:

### ***Communicate - Oral***

- Research content appropriate to the purpose and audience
- Incorporate a variety of delivery techniques
- Adapt the tone and style to communicate to a variety of organizational levels
- Deliver content in a professional manner
- Provide proper attribution for source materials

### ***Communicate - Written***

- Frame the topic effectively
- Utilize credible and appropriate sources
- Provide proper attribution for source materials
- Synthesize the content into a coherent narrative
- Demonstrate competent writing mechanics

### ***Problem Solve***

- Recognize a problem in a complex organizational context
- Deconstruct the symptoms and underlying causal conditions
- Design effective solutions to address the root cause
- Recommend a solution
- Evaluate the relative effectiveness and implications of the recommended solution

### ***Master a Business Discipline***

Students achieve learning outcomes as noted in each academic program.

## Publications

### Walsh Catalog

The Catalog, located on the Walsh website, is an official publication of Walsh. It outlines the curricula and graduation requirements currently in effect at Walsh. The Catalog is not a contract between the individual student and Walsh or its Board of Trustees. The institution reserves the right to make changes to any programs at any time.

Walsh will typically communicate any policy changes at least one academic term prior to the effective date of changes. In addition to updating the online Student Handbook, Walsh may also communicate changes through the Walsh Student Portal, poster and/or by regular mail.

*PLEASE NOTE: Walsh expects students to read the Catalog. Failure to do so does not excuse students from the requirements and regulations described.*

### Walsh Student Handbook

The Student Handbook, located on the Walsh website, is an official publication of Walsh. It outlines the general operations and academic/student services policies currently in effect at Walsh. The Student Handbook is not a contract between the individual student and Walsh or its Board of Trustees. The institution reserves the right to make changes to any policies and procedures at any time.

Walsh will typically communicate any policy changes at least one academic term prior to the effective date of changes. In addition to updating the online Student Handbook. Walsh may also communicate changes through the Walsh Student Portal, poster and/or by regular mail.

*PLEASE NOTE: Walsh expects students to read the Student Handbook. Failure to do so does not excuse the student from the requirements and regulations described. Students are fully expected to comply with all policies in the Student Handbook whether they have read them or not.*

## Walsh Website

Walsh maintains a website at [www.walshcollege.edu](http://www.walshcollege.edu). For questions related to the website, contact the Walsh Marketing Department.

## Notice of Policy Changes

The Catalog and Student Handbook represent the most up-to-date information with regard to the programs and policies described. It will be considered to be in effect until the publication of the next academic catalog and student handbook. However, Walsh reserves the unlimited right to make changes in the institution's programs and policies. Since information is updated constantly, students are advised to seek further clarification from appropriate administrative offices. Walsh reserves the right to change rules, policies, programs, fees, and curricula without advance notice. In the event of any inconsistent or incompatible terms or provisions, such inconsistency shall be resolved by giving precedence in the following descending order of importance: (a) any executed agreement between the parties, (b) the specific program or policy then existing, and then (c) the Catalog or Student Handbook.

## Registration Materials/Class Schedules and Newsletters

Walsh makes every effort to provide information to students that may assist them in achieving their academic goals. Prior to each semester, a schedule of classes is posted online for all students. View the schedule of classes online by logging into the Walsh Student Portal: [myportal.walshcollege.edu](http://myportal.walshcollege.edu). The portal often contains new information and should be reviewed by students every semester.

Walsh also communicates and distributes information regularly through student e-newsletters, the Walsh Student Portal, and Walsh Student Email Account.

## Walsh Student Email Account

All students are assigned a Walsh email address and are required to access their Walsh email account regularly. This is a digitally secure and encrypted website which protects the confidentiality of its usage. All official administrative email communication (account balances, graduation audit notification, Commencement information, e-newsletter, etc.) will only be sent to the student's Walsh email address. Similarly, Walsh email is required for communication between a student and faculty member regarding grades, quizzes/exams, performance in the course, etc.

Emails pertaining to potential violations of Walsh policies will be sent to a student's Walsh email address and students are required to use their Walsh email for all related communications, unless otherwise directed by Walsh officials.

Official student administrative email requests (e.g. advising questions, adding/dropping classes, enrollment verification, etc.) must be sent from the student's Walsh email address. Students who regularly use another email account are able to forward their Walsh email to that account.

## Committed to Technology

Walsh continues to invest in the technological future, both inside and outside of the traditional classroom. All rooms at the Troy and Novi campuses are equipped with LCD projectors that are used during presentations by instructors, facilitators, and students. Troy campus classrooms are also equipped with SMART Podiums™, touch-screen interactive monitors that allow instructors to interact with digital content and write over it on the SMART monitors.

The Troy campus is also furnished with a Finance Lab. The Finance Lab gives students a taste of Wall Street with 12 Bloomberg terminals, FACTSET research capabilities, along with several large LCD televisions tuned to market and financial reports, and breakout rooms. Financial information continuously updates on an LED ticker, giving students a real-time glimpse into market movement and news.

A dedicated Cyber Lab is also located at the Troy location. The Cyber Lab provides a hands-on learning environment with access to Cisco networking gear, Dell servers and EMC storage. Students can expect to receive critical cybersecurity skills across traditional, cyber physical, and/or automotive environments. In addition, students will apply critical, strategic, ethical, and innovative thinking to achieve business-like results. A Virtual Lab also provides students with practical experience setting up and supporting a business-like domain complete with servers and PCs.

Walsh is designated as a Center of Academic Excellence in Cyber Defense (CAE/CD), which identifies Walsh as one of a small set of academic institutions in the country to achieve this status. Walsh also aligns its programs with the Department of Defense 8570 and the Department of Homeland Security NICE Framework. This ensures that our students will be prepared to meet the standards of employment at the federal level.

Electronic library research tools maintained on the Walsh website include a multitude of database sources, and online magazine and journal subscriptions. These tools allow students to access information online from anywhere, at any time.

Secured information is stored behind password-protected systems; most applications utilize only one username and password and automatically pass through from one system to another without further intervention. The Troy and Novi campuses have free guest wireless Internet access. The wireless network utilizes updated modern wireless technology standards which provides for a seamless end-user experience.

All classroom and lab computers require users to log in with their unique Academic/Portal username and password. Public guests can generate a temporary ID by using a driver's license in order to gain access to the library computer resources at Walsh.

## The Online Course Environment

Students taking a Walsh online course can be confident that they are receiving the same quality and content that they would receive in the classroom. Basic course components include an online syllabus; weekly objectives, readings and lectures; weekly discussion board participation; activities and assignments; and online exams, quizzes, and practice tests.

To ensure success in an online course, students taking their first online or blended course must take a required online orientation that simulates an online course. Online courses incorporate various media. In order to access online learning assignments, students must have access to a computer that meets all hardware and software requirements.

The online course environment is small, averaging 25 students per class, and the instructor is available online through instant messaging or private chat. Students and instructors also communicate online via a discussion board and email. Students can expect an instructor response to questions within 24 to 48 hours. Walsh online courses include a Help feature that instantly pages the Online Learning technology staff, which typically resolves requests within 24 hours.

The institution uses the following definitions to explain how it uses technology to support the learning experience:

**Online (V section) course:** in an online course, the student and instructor are separated by distance and connected via the institution's chosen Course Management System (CMS) for delivery of the course content and course interaction. Walsh online courses are largely asynchronous, meaning student and teacher do not need to be online at the same time, and work can be completed at different times, barring any specific synchronous activities that will be explained in the course syllabus. Students located in any geographic location may complete their studies online and will not be required to come to campus for any of the course components. However, a student may be required to take exams at an approved proctored location.

**Blended (VB section) course:** in a blended course, the course is held in the traditional classroom as well as online. Some weeks will be online and others on-campus, and students will be notified of meeting times in their syllabus. Some of the course content, including exams/quizzes, and/or interaction, is delivered via the institution's chosen Course Management System (CMS). Students must come to one of the Walsh locations to complete a VB course.

**2+2 (VT section) course:** a 2+2 course is a blended course that will meet in the classroom and online weekly. Some of the course content and/or interaction is delivered via the institution's chosen Course Management System (CMS). Students must come to one of the Walsh locations to complete a VT course.

**Video Conferencing (VC) course:** VC is a video conferencing course that will meet weekly and requires the simultaneous participation of all students and faculty in “real-time” instruction. It incorporates telecommunication technologies which allow two-way videoconferencing between the Troy and Novi locations by two-way video and audio transmissions.

## Student Classifications

An individual may attend classes at Walsh only by making formal application and by being admitted to the institution under one of the student classifications listed below. All students, regardless of their classification status, are subject to the policies and regulations of Walsh that are outlined in the Catalog, the Student Handbook or posted at the institution.

### Undergraduate

A student attending classes as an undergraduate degree candidate must meet the admissions requirements set forth in the section entitled Admission to Walsh Programs. The student must successfully complete all the prescribed coursework to meet the admissions requirements for an undergraduate degree. A student entering Walsh as an undergraduate degree candidate will be provided an academic Program Plan prior to registering for classes. Only a student officially accepted by Walsh may enroll in classes. An undergraduate student is classified based upon the number of semester credit hours earned. A junior is defined as a student who has completed between 60 and 95 semester credit hours. A senior is defined as a student who has completed 96 or more semester credit hours.

### Graduate

A student attending classes as a graduate degree candidate must meet the admissions requirements set forth in the section entitled Admission to Walsh Programs. Graduate coursework successfully completed by a student while attending classes under this status is applicable toward the graduation requirements necessary for a graduate degree. Graduate degree candidates will be provided an academic Program Plan prior to registering for classes. Only a student officially accepted by Walsh may enroll in classes.

### Doctoral

A student attending classes as a doctoral degree candidate must meet the admissions requirements set forth in the section entitled Admission to Walsh Programs. Only a student officially accepted by Walsh as a doctoral degree candidate may enroll in doctoral-level classes.

### Non-Degree

An individual may attend Walsh as a non-degree student by meeting the minimum admission requirements for the academic level of the courses they wish to take. For example, an individual who wishes to take undergraduate courses on a non-degree basis must meet the minimum admissions requirements for an undergraduate student. Only a student officially accepted by Walsh may enroll in classes. A student attending under this status will be required to meet all course prerequisites and will receive college credit for courses successfully completed.

All courses taken and grades received will appear on a non-degree transcript. If credit earned as a non-degree student is later applied toward a Walsh degree or certificate program, the credits attempted and grades earned will be considered Walsh credit and will be computed in the student’s cumulative grade point average as part of the academic transcript. Time limitations for transferability as determined by each academic area may apply. For specific information, refer to the Undergraduate, Graduate, and Certificate Program sections in the Catalog.

### Certificate Student

An individual attending classes as a certificate student must meet the admission requirements for each certificate as set forth in the section entitled Certificate Programs. Coursework successfully completed by a student while attending classes under this status will earn college credit and will be applicable toward the requirements necessary to earn a certificate. A

student entering Walsh as a certificate-seeking candidate will be issued a certificate Program Plan prior to registering for classes. Only a student officially accepted by Walsh may enroll in classes. Certificate-seeking students will be required to meet all course prerequisites. Courses taken as a certificate student will be reflected on a non-degree transcript.

### **Guest at Walsh**

An individual who is actively pursuing a degree at another accredited institution may enroll in selected courses at Walsh under the status of guest student. Accredited institutions are those approved by the Higher Learning Commission (HLC), Middle States Commission on Higher Education (MSCHE), New England Association of Schools and Colleges – Commission on Institutions of Higher Education (NEASC-CIHE), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), or Western Association of Schools and Colleges (ACCJC-WSCUC).

A guest student at Walsh must submit the Michigan Uniform Guest Application each semester. The Michigan Uniform Guest Application is not transferable to another semester or for another course. It is the responsibility of the guest student to determine whether the home institution will accept the course and credits earned at Walsh. Walsh reserves the right to deny guest status and/or to limit the number of courses taken as a guest student. Only a student officially accepted by Walsh may enroll in classes. Guest students will be required to meet all Walsh course prerequisites. Courses taken as a guest student are reflected on a non-degree transcript. If credit earned as a guest student at Walsh is later applied toward a Walsh degree or certificate program, the credits and grades earned will be considered Walsh credit and computed in the student's cumulative grade point average as part of the academic transcript. Time limitations for transferability as determined by each academic area may apply.

Guest students must comply with the requirements in the Catalog and Student Handbook.

### **Guest at another Institution**

A Walsh student may request to enroll in coursework at another accredited college or university under the status of guest student. The student must receive approval from the Academic Advising office for guest student status before enrolling in a course. Permission may be granted when a course is not available at Walsh in a critical time sequence for the student to graduate. If approval is granted, the Michigan Uniform Guest Application will be signed by the Director of Academic Advising and affixed with the Walsh seal. It is the student's responsibility to verify that the institution is accredited by the Higher Learning Commission (HLC), Middle States Commission on Higher Education (MSCHE), New England Association of Schools and Colleges – Commission on Institutions of Higher Education (NEASC-CIHE), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), or Western Association of Schools and Colleges (ACCJC-WSCUC).

*The following criteria must be met:*

The student must complete the coursework in the semester specified on the approved guest application.

Undergraduate students must earn a grade of "C" (2.000) or better to have the credits applied toward a Walsh undergraduate degree program. Credits earned as a Guest Student are considered transfer credit and will not be computed in the student's cumulative grade point average.

Graduate students must earn a grade of "B" (3.000) or better to have the credits applied toward a Walsh graduate degree program. Credits earned as a Guest Student are considered transfer credit and will not be computed in the student's cumulative grade point average.

It is the student's responsibility to have an official transcript forwarded to Walsh upon course completion at the guest college or university.

### **Audit**

An individual who does not qualify for admission to either the undergraduate or graduate degree programs at Walsh or who wishes to take courses on a no-grade, non-credit basis can enroll under the status of audit student. Enrollment in courses as an audit student is subject to class availability.

Only a student officially accepted by Walsh may enroll in classes. A student attending under this status will be required to meet all course prerequisites. Courses taken as an audit student are on a no-grade, non-credit basis, and college credit will

not be granted. An audit student pays the same tuition and fees as one who takes the course for credit. Courses taken as an audit student will be reflected on a non-degree transcript.

## International

After being admitted to Walsh, a student who attends school on an F-1 visa and requires an I-20 Form should contact a designated school official (DSO)/international student advisor in the Admissions and Academic Advising office for specific requirements. The United States Citizenship and Immigration Service (USCIS) requires a student on a non-immigrant student visa to pursue full-time enrollment in a specified undergraduate, graduate or doctoral degree program. International students should refer to the International Student section of this Student Handbook for additional requirements.

## Academic Course Load

Walsh expects its students to be able to balance their educational, professional, and personal schedules and does not restrict the number of credit hours that a student may register for in a given semester. Students with questions on the appropriate number of credits to take in a given semester should discuss their proposed schedule with an academic advisor.

## Student Enrollment Classification

International students should contact the international student advisor/DSO in the Admissions and Academic Advising office for visa status compliance. Walsh uses the following criteria for enrollment certification, financial aid, scholarships, and veterans' payment eligibility:

### Undergraduate Students

	Semester Credit Hours
Full Time .....	12 or more
Three-Quarter Time.....	9-11
Half Time .....	6-8
Less than Half Time.....	1-5

### Graduate Students

	Semester Credit Hours
Full Time .....	9 or more
Three-Quarter Time.....	6-8
Half Time .....	3-5
Less than Half Time.....	1-2

### Doctoral Students

	Semester Credit Hours
Full Time .....	6

Note: During the dissertation phase, 1-3 credit hours will be considered full-time.

## Non-Degree, Certificate, and Guest Students

Enrollment verification will be determined based on course level enrollment (undergraduate or graduate) and classification based on number of semester credit hours taken.

# Undergraduate Degree Programs

This section of the Catalog provides details on undergraduate degree programs and the requirements of all bachelor's degree students, including professional core, program core/major, minor, concentration, and elective courses. Admissions procedures and requirements, as well as graduation requirements, are also included in this section.

Walsh bachelor's degree programs include:

## **Bachelor of Accountancy (BAC)**

## **Bachelor of Business Administration (BBA)**

*with majors in:*

Finance

General Business

Human Resources

Management

Marketing

## **Bachelor of Science in Applied Management (BSAM)\***

## **Bachelor of Science in Information Technology (BSIT)**

## **Special Notes**

All undergraduate degree programs must be completed within 60 consecutive calendar months (five years) from the first semester of enrollment at Walsh, as designated by the first semester attended on the student's Walsh transcript. If a student changes their major or degree program, the student has 60 consecutive calendar months (five years) in which to complete the new major or degree program starting with the semester in which the program change occurred. Extensions to this time requirement will only be granted upon review of the request by the chief academic officer or designee. Students may be required to complete additional coursework and/or update to the current Catalog year and degree/program requirements.

Students who do not enroll for four consecutive semesters will be required to reapply for admission and should refer to the Walsh Student Handbook under the "Readmission to Walsh" section for information on the required time frame to complete degree requirements.

Students on an academic program may choose allowable electives for the same academic program that are offered in future Catalog years. Students are not required to update to the future academic program/catalog year to enroll in the new elective.

Undergraduate students are eligible to take a maximum of 12 semester credit hours of approved graduate-level coursework applicable to their undergraduate degree program.

Course requirements vary by degree program. All required courses are listed in each degree section and must be completed to fulfill graduation requirements.

A minimum of 127 semester credit hours (including credits transferred into Walsh) must be completed to earn a bachelor's and bachelors of science degree. Generally, a minimum of 45 semester credit hours must be taken in residence at Walsh. A minimum of 120 semester credit hours (including credits transferred into Walsh) must be completed to earn a bachelor of applied science degree. Generally, a minimum or 30 semester credit hours must be taken in residence at Walsh. See Acceptance of Equivalent and Transfer Credit section of the Walsh Student Handbook for additional transfer credit options.



\*ACBSP requires new programs to be in place for two years and have graduates from the program before it will be reviewed for accreditation. As a new program, it will be reviewed in 2021 for specialized accreditation by the ACBSP.

## Undergraduate Degree Programs

### Bachelor of Accountancy (BAC)

The Bachelor of Accountancy (BAC) degree program consists of a specialized sequence of coursework in accounting, with related business administration topics. The coursework is designed for those interested in entering the accounting profession and interested in the Certified Public Accountant (CPA) license or Certified Management Accountant (CMA) certification. All accounting students must take all courses in the professional and program core. Students select either the CPA or CMA concentration. Elective courses may be necessary to meet residency and/or degree requirements. For students interested in the CPA and/or specific subject/credit hour requirements, contact the Walsh Admissions and Academic Advising Office or view the Michigan State Board of Accountancy website at [www.michigan.gov/accountancy](http://www.michigan.gov/accountancy). For students interested in the CMA, Walsh has been endorsed by the Institute of Management Accountants (IMA). The IMA's endorsement recognizes business curricula that meet the quality educational standards required to enable students to prepare for the CMA designation. For more information about the IMA, please visit [www.imanet.org](http://www.imanet.org).

Students must complete 18 semester credit hours of the 45 semester credit hours taken in residence at Walsh in accounting and tax. For complete BAC graduation requirements, refer to page 26.

#### BAC Professional Core

ACC 300	Financial Accounting
ACC 310	Managerial Accounting
BL 301	Business Law I
BL 302	Business Law II
COM 210	Principles of Business Communications
COM 300*	Communication Essentials
COM 320**	Business Communication Methods
ECN 201+	Principles of Economics I
ECN 202+	Principles of Economics II
FIN 315	Financial Management
IT 305	Business Computing Tools
IT 335	Business Driven Technology
MGT 201	Principles of Management
MGT 303	Behavioral Management
MKT 202	Principles of Marketing
QM 202	Statistics Methods for Business

*\*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Placement Exam. The Communication Placement Exam must be completed within the student's first semester of enrollment at Walsh.*

*\*\*Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh.*

*ECN 201 and ECN 202 must be taken at the transfer institution prior to attendance or through concurrent enrollment.*

#### BAC Program Core

ACC 301	Intermediate Accounting I
ACC 302	Intermediate Accounting II
ACC 303	Financial Accounting Concepts
ACC 406	Accounting Information Systems
ACC 415	Auditing
ACC 419	Advanced Managerial Accounting
COM 340	Professional Communication

## Concentrations – Select One

### **Certified Public Accountant (CPA) Concentration**

ACC 411.	Business Combinations
ACC 412.	Government and Not-For-Profit Accounting
TAX 495	Tax and Business Taxation I
TAX 496	Tax and Business Taxation II
TAX 497	Tax and Business Taxation III

### **Certified Management Accountant (CMA) Concentration**

FIN 310	Financial Markets
FIN 403.	Investment Management
FIN 406.	Financial Statement Analysis
TAX 490	Small Business Tax Issues
Elective	FIN 412, FIN 425 or FIN 460

*If needed to complete the 45-hour residency requirements, choose from the following electives:*

Any 300-400 level course (not already required), except BL 420.

BAC students have the ability to Fast Track their degree by taking 12 semester credit hours (4 courses) at the graduate level. Please refer to the Fast Track section of the Walsh Student Handbook for further details.

## Bachelor of Business Administration (BBA)

The Bachelor of Business Administration (BBA) curriculum provides students with a solid education in the business disciplines as well as the opportunity to major in one of four areas: finance, general business, management, or marketing. Students must take all required professional core and major courses.

### **BBA Professional Core**

ACC 300.	Financial Accounting
ACC 310	Managerial Accounting
BL 420	The Legal Environment of Business
COM 210	Principles of Business Communications
COM 300*	Communication Essentials
COM 320**	Business Communication Methods
COM 340***	Professional Communication
ECN 201+	Principles of Economics I
ECN 202+	Principles of Economics II
FIN 310	Financial Markets
FIN 315	Financial Management
IT 305	Business Computing Tools
IT 335	Business Driven Technology
MGT 201	Principles of Management
MGT 303	Behavioral Management
MGT 461	Business Strategy and Policy (Capstone)
MKT 202	Principles of Marketing
QM 202	Statistical Methods for Business
QM 301	Statistical Inference for Management Decisions
Elective	Any 400 level course

## Required Elective

Students must choose one 400 level 3 credit hour elective course in residence from any discipline not already required for their degree and for which the course prerequisites have been met.

*\*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Placement Exam. The Communication Placement Exam must be completed within the student's first semester of enrollment at Walsh.*

*\*\*Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh.*

*\*\*\*Students are required to take COM 340 within their first 15 semester credit hours in residence at Walsh.*

*+ECN 201 and ECN 202 must be taken at the transfer institution prior to attendance or through concurrent enrollment.*

*BBA students have the ability to Fast Track their degree by taking 12 semester credit hours (4 courses) at the graduate level. Please refer to the Fast Track section of the Walsh Student Handbook for further details.*

## Bachelor of Business Administration Majors

### BBA – Finance (FIN)

The Finance major introduces undergraduate students to foundation principles in the financial decision-making process. It exposes students to accounting, business law, and taxation concepts in conjunction with financial analysis, planning, and management. The curriculum prepares students for entry into careers in banking, financial services, investing, treasury and corporate finance environments.

Students must complete 15 semester credit hours of the 45 semester credit hours taken in residence at Walsh in finance. For complete BBA-FIN graduation requirements, refer to page 26.

Students with an Accredited Asset Management Specialist (AAMS) Certification will be granted credit for FIN 403.

#### Required Finance Major Courses

FIN 403	Investment Management
FIN 406	Financial Statement Analysis
FIN 412	International Economics and Finance
FIN 425	Financial Modeling
Electives	9 semester credit hours (3 courses)

#### Required Electives

Choose three electives from the following:

ECN 405	Managerial Economics
FIN 321	Risk Management and Insurance
FIN 401	Personal Finance
FIN 407	Entrepreneurial Finance
FIN 419	Financial History of the United States
FIN 420	Real Estate Principles
FIN 460	Fundamentals of Financial Fraud
FIN 488	Finance Internship

### BBA – General Business (GB)

The General Business major complements the prior education and/or experience of the student and is specifically designed to provide flexibility in course selection and to be a time-effective degree completion program. The goal of the General Business major is to assist the student in their present career by providing a basic business education that may accelerate a promotion.

The BBA - General Business degree consists of the professional core and a minimum of 9 semester credit hours of 300-400 level allowable elective courses. Students must meet the minimum total credit hour and residency requirements and meet all course prerequisites. General Business majors may elect to choose a minor. Students should refer to the Bachelor's Degree minor section of the catalog.

Students must complete 45 semester credit hours in residence at Walsh. For complete BBA-GB graduation requirements, refer to page 26.

## **BBA – Human Resource Management (HRM)**

The Human Resource Management major is designed to prepare students to recruit, develop, motivate, and evaluate the performance of an organization's human capital. The program is also designed to strengthen both the critical thinking and problem-solving skills necessary to support a firm's people and processes. As a result, the HR major helps students gain, and understand the balance needed, between the professional knowledge and personal skills necessary for success in this demanding field.

Students must complete 45 semester credit hours in residence at Walsh. For complete BBA-HR graduation requirements, refer to page 26.

### **Required Human Resource Management Major Courses**

MGT 404	Human Resource Management
MGT 405	Management and Labor Relations
MGT 410	Production Operations Management
MGT 453	Organizational Leadership
MGT 457	Global Management
MGT 462	Diversity and Inclusion
MGT 471	Small Business Management

## **BBA – Management (MGT)**

The Management major provides a broad conceptual foundation necessary for entry-level managers. Focused on developing the student's knowledge of the principles of management, the BBA-MGT curriculum also helps students build the critical skills demanded of managers at all levels of an organization including decision-making, problem-solving, critical thinking and collaboration and teamwork. As a result, across the curriculum, students gain the ability to succeed in organizations of all types and size.

Students must complete 15 semester credit hours of the 45 semester credit hours taken in residence at Walsh in Management. For complete BBA-MGT graduation requirements, refer to page 27.

### **Required Management Major Courses**

MGT 404	Human Resource Management
MGT 410	Production and Operations Management
MGT 453	Organizational Leadership
MGT 457	Global Management
Electives	9 semester credit hours (3 courses)

### **Required Electives**

Choose three electives from the following:

MGT 405	Management and Labor Relations
MGT 454	Project Management
MGT 462	Diversity and Inclusion
MGT 463	Managing Technology as a Strategic Resource
MGT 465	Supply Chain Management
MGT 471	Small Business Management
MGT 488	Management Internship
MKT	One 300-400 level marketing course not already required in the program

## **BBA – Marketing (MKT)**

The Marketing major prepares the student for an entry-level position in one of the various marketing-related fields. Coursework builds around the four P's of marketing: product, pricing, place of distribution, and promotion. The curriculum exposes the student to the skills necessary to begin a career in the areas of sales, market research, promotion, retailing, distribution, advertising, public relations, direct marketing, or purchasing.

Students must complete 15 semester credit hours of the 45 semester credit hours taken in residence at Walsh in marketing. For complete BBA-MKT graduation requirements, refer to page 27.

### **Required Marketing Major Courses**

MKT 309	Advertising and Promotional Management
MKT 415	Consumer and Buyer Behavior
MKT 435	Marketing Research
MKT 460	Strategic Marketing
Electives	9 semester credit hours (3 courses)

### **Required Electives**

Choose three electives from the following:

MKT 307	Marketing Management
MKT 425	Sales Management
MKT 445	e-Marketing Communication
MKT 453	Social Media Strategies
MKT 480	Special Topics in Marketing
MKT 487	Not-for-Profit Marketing
MKT 488	Marketing Internship

## **Bachelor of Science in Applied Management (BSAM)\***

The Bachelor of Science in Applied Management (BSAM) is designed as a degree completion pathway for students who have earned an Associates of Applied Science degree. The BSAM curriculum augments the in-field technical knowledge and experience students have already gained with the core business knowledge necessary to advance in an existing career or branch out and start a new business. With courses in business ethics, communication, finance, human resource management, leadership, project management, supply chain management students will gain the skills and knowledge necessary to lead successfully in their current organizations, industries, and beyond.

Students are required to complete a minimum of 15 additional credits of general education coursework, which may be taken through concurrent enrollment. For complete BSAM graduation requirements, refer to page 27.

### **General Education Courses**

ACC 100+	Small Business Accounting
COM 210	Principles of Business Communications

### **Business Foundation Courses**

MGT 201	Principles of Management
MKT 202	Principles of Marketing
IT 305	Business Computing Tools
MGT 303	Behavioral Management

### **BSAM Program Core**

COM 320	Business Communication Methods
MGT 402	Business Ethics and Legal Issues
MGT 403	Introduction to Financial Management
MGT 404	Human Resource Management

MGT 453.	Organizational Leadership
MGT 454.	Project Management
MGT 464.	Strategic Management for Small Business
MGT 465	Supply Chain Management
MGT 469.	Applied Management Capstone
TAX 490.	Small Business Tax Issues

+ACC 100 must be taken at the transfer institution prior to attendance or through concurrent enrollment.

\*ACBSP requires new programs to be in place for two years and have graduates from the program before it will be reviewed for accreditation. As a new program, it will be reviewed in 2021 for specialized accreditation by the ACBSP.

## Bachelor of Science in Information Technology (BSIT)

The Bachelor of Science in Information Technology (BSIT) degree provides a unique undergraduate degree to provide students with theoretical knowledge imbued with requisite vocational skills for career success. The BSIT program enables students to: develop critical thinking strategies to solve technology problems, develop methodologies for troubleshooting technologies, device critical security and risk management strategies, demonstrate consistent professional work ethics, assess secure and efficient technology standards to achieve organizational goals, implement secure and efficient technology standards to achieve organizational goals and research technologies to design solutions to solve problems. The BSIT program enables dedicated students to build critical technical skills for a successful technical career.

Students must complete 15 semester credit hours of the 45 semester credit hours in residence at Walsh in information technology. For complete BSIT graduation requirements, refer to page 27.

Students with an active CISSP and/or SSCP certification will be awarded equivalent credit for IT 417, IT 419 and IT 422.

### BSIT Professional Core

ACC 201+	Principles of Accounting I
COM 210	Principles of Business Communications
COM 300*	Communication Essentials
COM 320**	Business Communication Methods
COM 340***	Professional Communication
ECN 201+	Principle of Economics I
IT 201+	Introduction to Networking
IT 202+	Introduction to Databases
IT 203+	Introduction to Programming
IT 204+	Introduction to Security
MGT 201	Principles of Management
QM 202	Statistical Methods for Business

\*COM 300 is required for all students that obtain a score of 1-3 on the Walsh Communication Placement Exam. The Communication Placement Exam must be completed within the student's first semester of enrollment at Walsh.

\*\*Students are required to take COM 320 within their first 9 semester credit hours in residence at Walsh.

\*\*\*Students are required to take COM 340 within their first 15 semester credit hours in residence at Walsh.

+ACC 201, ECN 201, IT 201, IT 202, IT 203 and IT 204 must be taken at the transfer institution prior to attendance or through concurrent enrollment.

### BSIT Core

IT 402	System Analysis and Design
IT 405	Networks & Operating Systems
IT 408	Database Design & Implementation (SQL)
IT 417	Fundamentals of Cybersecurity

## Concentrations – Select one:

### Automotive Cybersecurity

IT 407	Server Virtualization & Performance Engineering
IT 410	Principles of Software Engineering
IT 412	Advanced Programming
IT 419	Ethical Hacking Strategies and Tools
IT 422	Advanced Team-Based Attack/Defend Techniques
IT 450	Fundamentals of Automotive Cybersecurity
IT 451	Automotive Network Strategies, Tools, and Techniques
IT 452	Connected Automotive Ecosystems & Attack Surfaces
IT 453	Advanced Automotive Penetration Testing & Threat Analysis
IT 499	Collaborative Business Systems

### Business Information Systems

IT 403	Project Management & ITIL
IT 407	Server Virtualization & Performance Engineering
IT 410	Principles of Software Engineering
IT 412	Advanced Programming
IT 419	Ethical Hacking Strategies and Tools
IT 422	Advanced Team-Based Attack/Defend Techniques
IT 430	Agile Project Management and Scrum
IT 440	Cloud Infrastructure
IT 499	Collaborative Business Systems
QM 301	Statistical Inference

### Cybersecurity

IT 407	Server Virtualization & Performance Engineering
IT 410	Principles of Software Engineering
IT 412	Advanced Programming
IT 419	Ethical Hacking Strategies and Tools
IT 422	Advanced Team-Based Attack/Defend Techniques
IT 440	Cloud Infrastructure
IT 460	Digital and Network Forensics
IT 461	Security Operations and Awareness
IT 462	Securing Cyber Physical Systems
IT 463	Cryptography

### Programming

IT 403	Project Management & ITIL
IT 407	Server Virtualization & Performance Engineering
IT 410	Principles of Software Engineering
IT 412	Advanced Programming
IT 413	Web Programming
IT 414	Scripting & Automation
IT 415 OR IT 416	Mobile Programming OR Embedded Linux Programming
IT 419	Ethical Hacking Strategies and Tools
IT 430	Agile Project Management and Scrum
IT 440	Cloud Infrastructure

## **Project Management**

IT 403	Project Management & ITIL
IT 430	Agile Project Management and Scrum
IT 431	Risk Management and Governance
IT 490	Internship
IT 499	Collaborative Business Systems
IT 502	Leadership for Technology Professionals
IT 551	Project Management Fundamentals
IT 552	Project Program and Portfolio Management
IT 553	Product, Program and Portfolio Management
QM 301	Statistical Inference

## **Bachelor's Degree Minors**

A student may choose a minor while pursuing a bachelor's degree at Walsh. Students are required to complete a Minor Declaration form in WebAdvisor. A minor is comprised of four courses for 12 semester credit hours in a specific major/discipline (accounting, finance, information technology, management, or marketing). Students must follow all course prerequisites. A minimum of 6 of the 12 semester credit hours must be taken in residence at Walsh and completed prior to graduation. A grade of "C" (2.000) or better is required in each course and a cumulative grade point average of "C" (2.000) is required in all courses within the discipline. The minor will be reflected on the student's official academic transcript.

### **Minors**

#### ***Accounting***

Choose four courses from the following:

ACC 301	Intermediate Accounting I
ACC 302	Intermediate Accounting II
ACC 406	Accounting Information Systems
ACC 419	Advanced Managerial Accounting
TAX 490	Small Business Tax Issues

#### ***Finance***

FIN 403	Investment Management
FIN 406	Financial Statement Analysis
FIN 412	International Economics and Finance
FIN 425	Financial Modeling

#### ***Human Resource Management Minor***

MGT 404	Human Resource Management
MGT 405	Management and Labor Relations
MGT 453	Organizational Leadership
MGT 462	Diversity and Inclusion

#### ***Information Technology***

IT 335	Business Driven Technology
IT 402	System Analysis & Design
IT 403	Project Management & ITIL Framework
QM 301	Statistical Inference for Management Decisions



### **Management**

MGT 404	Human Resource Management
MGT 410	Production and Operations Management
MGT 453	Organizational Leadership
MGT 457	Global Management

### **Marketing**

MKT 309	Advertising and Promotion Management
MKT 415	Consumer and Buyer Behavior
MKT 435	Marketing Research
MKT 460	Strategic Marketing

## **Bachelor's Degree Graduation Requirements**

To graduate with a bachelor's degree from Walsh, students must meet general and program-specific graduation requirements. All students must:

- Complete a program of study within 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh transcript). A student's program of study is the specific curriculum required by the institution at the time of the student's matriculation as an undergraduate degree candidate at Walsh unless the student changes majors or degrees while attending Walsh. If a student changes majors or degrees, the program of study is the specific curriculum required by the College at the time the student officially changes the major or degree.
- Earn a minimum of 127 semester credit hours toward a bachelor's degree, including a maximum of 82 semester credit hours transferred to Walsh.
- Earn a minimum of 120 semester credit hours toward a bachelor of applied science degree, including a maximum of 90 semester credit hours transferred to Walsh.
- Complete 45 semester credit hours toward an undergraduate degree or 30 semester credit hours toward a bachelor of applied science degree in residence at Walsh.
- Achieve a cumulative grade point average of 2.000 ("C") or better in residence at Walsh.
- Complete all communication courses (COM 210, 320, 340 with a grade of "C" (2.000) or better. If COM 300 is required, the course must be completed with a grade of P (Pass).
- BBA students must complete the required BBA Professional Core Required Elective with a grade of "C" (2.000) or better.
- Limited to a maximum of 6 semester credit hours of directed study, practicum and/or internship coursework except BBA.MGT and BBA.MKT majors who may elect to take a 9-credit internship (MGT 488 or MKT 488).
- Limited to a maximum of 12 semester credit hours of allowable graduate level coursework. All courses completed at the graduate level need to be completed with a grade of "C" (2.000) or better in residence at Walsh.
- File an official Application for Graduation form with the Records, Registration, and Veteran Services office. An appointment with an advisor can be made to review graduation requirements.
- Students can view their degree completion progress any time by logging into WebAdvisor through the portal. Under the WebAdvisor tab, select "My Academic Info and Profile," then click on "Program Plan."
- Complete all minor courses with a grade of "C" (2.000) or better.

## **Bachelor of Accountancy Graduation Requirements**

### ***CPA Concentration***

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of “C” (2.000) or better.

ACC 300, 301, 302, 303, 310, 406, 411, 412, 415, 419, 483, 488, 494

BL 301, 302

FIN 310, 403, 406, 412, 425, 460

TAX 490, 495, 496, 497

Students must earn a cumulative grade point average of “C” (2.000) or better in their major.

Complete 18 semester credit hours of the 45 hours in residence in accounting and tax.

### ***CMA Concentration***

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of “C” (2.000) or better.

ACC 300, 301, 302, 303, 310, 406, 411, 412, 415, 418, 419, 483, 488, 494

BL 301, 302

FIN 310, 403, 406, 412, 425, 460

TAX 490, 495, 496, 497

Students must earn a cumulative grade point average of “C” (2.000) or better in their major.

Complete 18 semester credit hours of the 45 hours in residence in accounting and tax.

## **Bachelor of Business Administration Graduation Requirements**

### **BBA – Finance (FIN)**

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of “C” (2.000) or better.

ECN 201, 202, 405

FIN 310, 315, 321, 401, 403, 406, 407, 412, 419, 420, 425, 460, 483, 488.

Students must earn a cumulative grade point average of “C” (2.000) or better in their major.

Complete 15 semester credit hours of the 45 hours in residence in economics and finance coursework.

### **BBA – General Business (GB)**

Students must complete all courses in their major with a grade of “C” (2.000) or better with a cumulative grade point average of “C” (2.000) or better in the 9 semester credit hours of elective coursework taken in residence at Walsh.

### **BBA – Human Resource Management (HR)**

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of “C” (2.000) or better.

MGT 201, 303, 404, 405, 410, 453, 457, 461, 462, 471, 483, 488

Students must earn a cumulative grade point average of “C” (2.000) or better in their major.

Complete 15 semester credit hours of the 45 hours in residence in management coursework.

### **BBA – Management (MGT)**

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of “C” (2.000) or better.

MGT 201, 303, 404, 405, 410, 453, 454, 457, 461, 462, 463, 465, 471, 483, 488

MKT 202 and any 300-400 level MKT course

Students must earn a cumulative grade point average of “C” (2.000) or better in their major.

Complete 15 semester credit hours of the 45 hours in residence in management coursework.

### **BBA – Marketing (MKT)**

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of “C” (2.000) or better.

MKT 202, 307, 309, 415, 425, 435, 445, 453, 460, 480 483, 487, 488

Students must earn a cumulative grade point average of “C” (2.000) or better in their major.

Complete 15 semester credit hours of the 45 hours in residence in marketing coursework.

### **Bachelor of Science in Applied Management Graduation Requirements (BSAM)**

Students must complete all courses in their major and all communication courses (COM), to include any approved or required course substitutions, with a grade of “C” 2.000 or better.

COM 320, IT 305, MGT 201, 303, 402, 403, 404, 453, 454, 464, 465, MKT 202

Students must earn a cumulative grade point average of 2.000 or better in their major and a cumulative grade point average of 2.000 or better in all courses taken in residence at Walsh.

120 credits is required for Bachelor of Science in Applied Management degree with a minimum of 30 credits in residence and a minimum of 30 general education credits.

### **Bachelor of Science in Information Technology Graduation Requirements (BSIT)**

#### **Automotive Cybersecurity**

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of “C” (2.000) or better.

IT 201, 202, 203, 204, 402, 405, 407, 408, 410, 412, 417, 419, 422, 450, 451, 452, 453, 483, 499

Students must earn a cumulative grade point average of “C” (2.000) or better in their major.

Complete 15 semester credit hours of the 45 hours in residence in information technology coursework.

#### **Business Information Systems**

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of “C” (2.000) or better.

IT 201, 202, 203, 204, 402, 403, 405, 407, 408, 410, 412, 417, 419, 422, 430, 440, 483, 499, QM 301

Students must earn a cumulative grade point average of “C” (2.000) or better in their major.

Complete 15 semester credit hours of the 45 hours in residence in information technology coursework.

## **Cybersecurity**

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of "C" (2.000) or better.

IT 201, 202, 203, 204, 402, 405, 407, 408, 410, 412, 417, 419, 422, 440, 460, 461, 462, 463, 483

Students must earn a cumulative grade point average "C" (2.000) or better in their major.

Complete 15 semester credit hours of the 45 hours in residence in information technology coursework.

## **Programming**

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of "C" (2.000) or better.

IT 201, 202, 203, 204, 402, 403, 405, 407, 408, 410, 412, 413, 414, 415, 416, 417, 419, 430, 440, 483

Students must earn a cumulative grade point average of "C" (2.000) or better in their major.

Complete 15 semester credit hours of the 45 hours in residence in information technology coursework.

## **Project Management**

Students must complete all courses in their major (as listed below), to include any approved or required course substitutions, with a grade of "C" (2.000) or better.

IT 201, 202, 203, 204, 402, 403, 405, 408, 417, 430, 431, 483, 490, 499, 502, 551, 552, 553, QM 301

Students must earn a cumulative grade point average of "C" (2.000) or better in their major.

Complete 15 semester credit hours of the 45 hours in residence in information technology coursework.

# Graduate Degree Programs

This section of the 2019-2020 Catalog provides details on Walsh graduate degree programs, admissions requirements and procedures, required and elective courses, and graduation requirements. Walsh Master's programs include:

**Master of Arts in Business (MAB)\***

**Master of Business Administration (MBA)**

**Master of Science in Accountancy (MAC)**

**Master of Science in Finance (MSF)**

**Master of Science in Information Technology (MSIT)**

**Master of Science in Information Technology Leadership (MSITL)**

**Master of Science in Management (MSM)**

**Master of Science in Marketing (MSMKT)**

**Master of Science in Organizational Leadership (MSOL)\***

**Master of Science in Taxation (MST)**

**Dual Master of Business Administration  
and Master of Science in Finance (MBA/MSF)**

**Dual Master of Business Administration  
and Master of Science in Information Technology Leadership (MBA/MSITL)**

**Dual Master of Business Administration  
and Master of Science in Management (MBA/MSM)**

**Dual Master of Business Administration  
and Master of Science in Marketing (MBA/MSMKT)**

*\*ACBSP requires new programs to be in place for two years and have graduates from the program before it will be reviewed for accreditation. As a new program, the Master of Arts in Business will be reviewed in 2019 and the Master of Science in Organizational Leadership will be reviewed in 2021 for specialized accreditation by the ACBSP.*

## Special Notes

- All graduate degree programs, including the dual-degree programs, must be completed within 60 consecutive calendar months (five years) from the first semester of enrollment at Walsh, as designated by the first semester attended on the student's Walsh transcript. If a student changes their degree program, the student has 60 consecutive calendar months (five years) in which to complete the new degree program starting with the semester in which the program change occurred. Extensions to this time requirement will only be granted upon review of the request by the chief academic officer or designee. Students may be required to complete additional coursework and/or update to the current catalog year and degree/program requirements.
- Once enrolled in a graduate degree program at Walsh, academic coursework completed at another institution may not be used for credit at Walsh.
- Students on an academic program may choose allowable electives and concentrations for the same academic program that are offered in future Catalog years. Students are not required to update to the future academic degree program/catalog year to enroll in new electives or concentration courses.

- A graduate student will not be awarded a certificate for courses completed as part of their degree requirement.
- Students are expected to be proficient in executing basic computer functions, as well as have a working knowledge of their computer's settings and programs (e.g. web browsers, Word, Excel, PowerPoint, etc.).

## Advanced Standing Credit

Students may receive advanced standing credit for graduate-level coursework that is directly equivalent to a required and/or concentration course in their specific Walsh degree program. If a student is awarded advanced standing credit, the semester credit hours are applied toward the appropriate degree program.

All graduate degree programs will allow for a maximum of 12 semester credit hours of advanced standing credit for graduate coursework.

Advanced standing credit will only be awarded once for a transfer course within a graduate degree or certificate program; in subsequent programs, the course may be used to obtain a waiver or exclusion, if time limits and equivalencies are met. Approved courses taken at the graduate level while an undergraduate student may not exceed 12 semester credit hours of advanced standing toward the graduate program.

Advanced standing credit awarded for a "course set" can be used to fulfill elective and concentration requirements but will not be designated on the student's transcript as a concentration. A student will not be awarded a certificate for courses completed for a concentration. A student who is pursuing a second graduate degree at Walsh will not be awarded a concentration that was previously completed in the first degree.

For coursework to be eligible for advanced standing, the following criteria must be met:

- The course must be equivalent to a course offered as a part of a Walsh graduate degree program.
- The graduate transfer course must have been completed with a grade of "B" (3.000) or better from a college or university accredited by the Higher Learning Commission (HLC), Middle States Commission on Higher Education (MSCHE), New England Association of Schools and Colleges – Commission on Institutions of Higher Education (NEASC-CIHE), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), or Western Association of Schools and Colleges (ACCJC-WSCUC) or have been approved through the Extra Institutional Credit policy. Graduate courses completed in residence at Walsh must be completed with a grade of "C" (2.000) or better to be considered for advanced standing.
- The course must have been completed within the 60 calendar months (five years) preceding the date of initial admission. Graduate courses taken within ten years preceding the date of initial admission in residence at Walsh may be evaluated for advanced standing with the exception of ACC/TAX courses, which must be taken within five years.
- Students may contact the Walsh Admissions and Academic Advising office for additional information.

## Course Waivers

An applicant may be eligible to receive waivers for required and/or elective coursework in the graduate program. Unlike advanced standing, an applicant will not receive credit for the waiver. A waiver requires the applicant to replace the waived course with an allowable elective course. Waivers may be awarded for coursework that is determined to be equivalent to courses required in the graduate degree program. Courses must have been completed at Walsh or at another institution prior to admission to Walsh. If the student desires to take a course that has been waived for a grade, they must contact the Admissions and Academic Advising office.

To apply eligible courses as a waiver for required coursework, the following criteria must be met:

- The coursework must be equivalent to a course offered as part of a Walsh graduate degree program.
- The coursework must have been completed with a grade of "C" (2.000) or better, from a college or university accredited by the Higher Learning Commission (HLC), Middle States Commission on Higher Education (MSCHE), New England Association of Schools and Colleges – Commission on Institutions of Higher Education (NEASC-CIHE), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), or Western Association of Schools and Colleges (ACCJC-WSCUC).

- The coursework must have been completed within 60 calendar months (five years) preceding the date of initial admission. Graduate courses taken within ten years preceding the date of initial admission in residence at Walsh may be evaluated for waivers with the exception of ACC/TAX courses, which must be taken within five years.

## Exclusions

An applicant may be eligible to be excluded from foundation or prerequisite courses within a graduate degree program. Exclusions may be given when the student has taken an equivalent course (including undergraduate coursework) at Walsh or at another institution. Excluded foundation courses do not have to be replaced by another course in the student's graduate degree program.

# Graduate Degree Programs

## Master of Arts in Business (MAB)\*

The Master of Arts in Business is designed specifically to help students develop a comprehensive and in-depth understanding of core business functions and be able to apply this understanding effectively in various business settings and engagements related to their area of expertise or their entrepreneurial pursuits.

Students master theoretical foundations as context by which solutions and practical applications to variety of business situations can be implemented; leverage creative and innovative thinking in order to apply diverse solutions that address their needs as either a corporate manager or small business owner; achieve aptitude in relevant business skills to be capable and confident enough to interact intelligently in business environments, by drawing upon the principles learned.

The MAB consists of 11 courses for 33 semester credit hours, depending on prior coursework. The MAB degree requires a minimum of 21 semester credit hours in residence at Walsh.

### MAB Core Courses

ACC 513	Accounting Practices
BL 515	Business Law and Ethics
COM 525	Applied Organizational Communication
FIN 516	Financial Budgeting and Forecasting
IT 535	Information Technology and Innovation
MGT 502	Foundations for Business Success
MGT 503	Human Resource Management and Organizational Behavior
MGT 539	Project and Program Management
MGT 540	Strategic Planning for Businesses and Entrepreneurs
MGT 650	Capstone – Business Planning
MKT 525	Marketing and Branding

### *MAB Additional Electives (if needed)*

Choose from any 500-level course in which prerequisites are met.

\* *The Master of Arts in Business is regionally accredited by the Higher Learning Commission (HLC) and are under review for specialized accreditation by the Accreditation Council for Business Schools and Programs (ACBSP). ACBSP requires new programs to be in place for two years and have graduates as the condition for accreditation review.*

## Master of Business Administration (MBA)

The Master of Business Administration (MBA) will enhance a student's ability to incorporate evidence-based decision-making and systematic approaches to solve complex problems. Students will utilize a variety of business-based frameworks to decisions in today's fast-paced, business environment. The use of proven business practitioners and leaders to teach Walsh MBA classes helps to bridge the gap between classroom theory and real-world practices.

The MBA prepares graduates for positions in mid- to upper-level management by providing a broad, general education in major areas of business study. With an emphasis on professional communication, the MBA program encompasses the study of accounting, finance, management, information technology, economics, strategy, and related disciplines.

The MBA program consists of 10 classes for 30 credits. The MBA degree requires a minimum of 18 semester credit hours in residence at Walsh.

### MBA Core Courses

ACC 510	Financial and Managerial Accounting
ECN 600	Foundations of Economic Analysis
FIN 500	Principles of Finance
IT 520	Information Technology
MGT 600	Organizational Behavior Leadership
MGT 601	Design Thinking
MGT 633	Leading Projects, Programs and Operations
MGT 685	Strategic Management of the Enterprise
MKT 550	Marketing Fundamentals
QM 520	Business Analytics

## Master of Science in Accountancy (MAC)

The Master of Science in Accountancy (MAC) is designed to prepare students for a career in public, corporate, or private accounting. The MAC is designed with options to accommodate both students with significant accounting courses or holding an undergraduate degree in accounting, and students with few or no undergraduate accounting courses or degree. Students may be excluded from foundation and waived from some of the core courses depending on prior coursework. Students who have completed accounting courses outside of Walsh may be required to take an assessment exam. Core courses that are waived will need to be replaced with additional electives.

The MAC program consists of 12-15 courses for 36-45 credits.

The MAC degree requires a minimum of 24 semester credit hours in core and elective credits in residence at Walsh.

### MAC Foundation Courses

ACC 500	Financial Accounting
ACC 501	Intermediate Accounting I
ACC 502	Intermediate Accounting II

### MAC Core Courses

ACC 503	Financial Accounting Concepts
ACC 506	Accounting Information Systems
ACC 511	Business Combinations
ACC 512	Government and Not-for-Profit Accounting
ACC 515	Auditing
ACC 519	Advanced Managerial Accounting
COM 510	Leadership Communication
TAX 595	Tax and Business Taxation I
TAX 596	Tax and Business Taxation II
TAX 598	Tax Return Seminar



## MAC Electives

Choose 2 courses from the following:

ACC 550	Advanced Auditing
ACC 570	Forensic and Investigative Accounting
ACC 574	Industry Accounting and Auditing
ACC 577	Payroll and Employee Benefits Accounting
ACC 578	Accounting for Income Taxes
ACC 580	Business Law for Accountants
ACC 588	Accounting Internship
FIN 620	Financial Management
TAX 501	The Role of Legal Authorities in Taxation
TAX 507	Tax Accounting
TAX 510	Basic Concepts in Corporate Tax
TAX 525	Advanced Concepts in Corporate Taxation
TAX 532	Income and Transfer Tax Consequences for Estates and Trusts
TAX 540	Tax Practice and Procedure
TAX 599	Introduction to Tax Research

## MAC Additional Electives (If needed)

Choose from the approved MAC electives listed above.

## Taxation Concentration

A concentration in taxation is available in the MAC program. This concentration consists of TAX 595, TAX 596 and TAX 598 combined with two TAX electives from the list of allowable MAC electives.

## MAC Program for Accounting Graduates

### ***10 courses for 30 credits***

The MAC degree for accounting graduates requires a minimum of 18 semester credit hours of foundation and concentration credits in residence at Walsh.

## MAC Foundation Courses

Choose 5 courses from the following:

ACC 503	Financial Accounting Concepts
ACC 511	Business Combinations
ACC 512	Government and Not-for-Profit Accounting
ACC 515	Auditing
ACC 550	Advanced Auditing
ACC 570	Forensic and Investigative Accounting
ACC 574	Industry Accounting and Auditing
ACC 577	Payroll and Employee Benefits Accounting
ACC 578	Accounting for Income Taxes
ACC 580	Business Law for Accountants
ACC 588	Accounting Internship
COM 510	Leadership Communication

## Concentrations – Select One

### ***Data Analytics***

ACC 564	Data Analytics for Accounting
ACC 565	Data Analytics Capstone
IT 540	Introduction to Data Science
IT 542	Big Data Analytics
QM 520	Business Analytics

### **Finance**

FIN 610	Foundations of Financial Analysis
FIN 611	Investment Performance & Analytics
FIN 620	Financial Management
FIN 621	Financial Statement Analysis

Choose 1 course from the following:

FIN 622, FIN 623, FIN 624

### **Taxation**

Choose 5 courses from the following:

TAX 500	Advanced Tax Research Writing, and Citation Methodology
TAX 507	Tax Accounting
TAX 510	Basic Concepts in Corporate Tax
TAX 525	Advanced Concepts in Corporate Taxation
TAX 532	Income and Transfer Tax Consequences for Estates and Trusts
TAX 540	Tax Practice and Procedure
TAX 595	Tax and Business Taxation I
TAX 596	Tax and Business Taxation II
TAX 598	Tax Return Seminar
TAX 599	Introduction to Tax Research

## **Master of Science in Finance (MSF)**

The Master of Science in Finance (MSF) degree offers a comprehensive graduate education that address the core subject areas of financial information, investments, corporate finance, data analytics and economics. The program offers an elective course structure that provides students with the option to either focus more deeply in the fields of banking, corporate finance, investment services, and economics or a more generalized structure that touches upon elements of each.

The MSF consists of 10-12 courses for 30-36 semester credit hours. The MSF degree requires a minimum of 18 semester credit hours of core and concentration credits in residence at Walsh. The MSF degree is available as a dual degree with the MBA.

### **MSF Foundation Courses**

COM 510	Leadership Communication
FIN 500	Principles of Finance

### **MSF Core Courses**

ACC 510	Financial and Managerial Accounting
FIN 610	Foundations of Financial Analysis
FIN 611	Investment Performance & Analytics
FIN 620	Financial Management
FIN 621	Financial Statement Analysis
ECN 600	Foundations of Economic Analysis

### **MSF Elective Courses –Select 3**

ECN 601	Managerial Economics
ECN 602	Global Economics
ECN 610	Applied Econometrics
ECN 670	Seminar in Economic Topics & Issues
FIN 612	Advanced Investments
FIN 613	Portfolio Analysis & Analytical Case Studies
FIN 614	Commercial Real Estate

FIN 622	Advanced Financial Management
FIN 623	Business Valuation
FIN 624	Mergers & Acquisitions
FIN 625	Risk Management
FIN 630	Introduction to Banking
FIN 631	Commercial Lending
FIN 632	Credit Underwriting & Analysis
FIN 633	International Finance
FIN 670	Seminar in Financial Topics & Issues
FIN 689	Directed Research Study in Finance

### **MSF Capstone Course – Select 1**

FIN 690	Finance Simulation
FIN 691	CFA Research Challenge
FIN 692	ACG Cup Competition
FIN 699	Capstone Internship in Finance

## **Master of Science in Information Technology (MSIT)**

The Master of Science in Information Technology (MSIT) degree is focused on preparing IT professionals with technology management and technical skills to support business objectives, while securing organizations. The MSIT program enables students to: formulate strategies to solve technology related problems, draw conclusions about how to solve technical problems through root cause analysis, adapt critical security and risk management strategies, synthesize best practices and standards for strategic and tactical security implementations, appraise professional work ethic and integrity, solve problems through research, experimentation and analysis, and deliver concise communications that synthesize complex information. The MSIT program is designed to enhance the knowledge and skills for students with a Bachelor degree in technology, while enabling students new to technology to build critical skills for success in the massive growth sector.

The MSIT program consists of 11-16 courses for 33-48 semester credit hours. The MSIT degree requires a minimum of 21 semester credit hours of core and concentration credits in residence at Walsh.

### **MSIT Foundation Courses**

IT 501	Systems Analysis
IT 530	SQL and Databases
IT 531	Network Fundamentals
IT 532	Operating Systems & Virtualization
IT 533	Programming I

### **MSIT Core Courses**

IT 505	Governance, Risk, and Compliance
IT 534	Programming II
IT 551	Project Management Fundamentals
IT 565	Fundamentals of Cybersecurity
IT 599	Capstone

### **MSIT Concentrations – Select One**

#### **Cybersecurity**

IT 510	Cybersecurity Strategies & Tactics
IT 511	Threats, Vulnerabilities, Controls & Countermeasures
IT 512	Intelligence Analysis Tools and Techniques
IT 536	Digital Forensics
IT 537	Cryptography
IT 538	Cyber Physical Systems

## Data Science

IT 540	Introduction to Data Science
IT 541	SQL and Dimensional Data Analytics
IT 542	Big Data Analytics
IT 544	Data Visualization & Predictive Modeling
IT 545	Programming for Data Analysis
QM 520	Business Analytics

## Master of Science in Information Technology Leadership (MSITL)

The Master of Science in Information Technology Leadership (MSITL) degree is designed to educate organizational leaders on how to assess, evaluate, determine and manage technology choices from a business perspective. MSITL students can focus on Executive Leadership or Project Management. Students learn to lead technical people and teams. MSITL enables students with technical backgrounds to expand in leadership and management positions through exploration of critical soft skill development.

The MSITL program consists of 10 to 14 courses for 30-42 semester credit hours. The MSITL degree requires a minimum of 18 semester credit hours of core and concentration credits in residence at Walsh. The MSITL is available as a dual degree with the MBA.

### MSITL Foundation Courses

ACC 513	Accounting Practices
IT 501	Systems Analysis
IT 520	Information Technology
MKT 550	Marketing Fundamentals

### MSITL Core Classes

COM 510	Leadership Communication
IT 502	Leadership for IT Professionals
IT 505	Governance, Risk, and Compliance
IT 506	Information Technology Leadership & Strategy
IT 551	Project Management Fundamentals
QM 520	Business Analytics

## Concentrations – Select One

### Executive Leadership

IT 565	Fundamentals of Cybersecurity
IT 566	Security Program Management
IT 567	Business Continuity, Resilience & Crisis Management
IT 575	Network and Enterprise Architecture

### Global Project & Program Management

IT 552	Project, Program and Portfolio Management
IT 553	Product, Program and Portfolio Management
IT 554	Agile Project Management
IT 555	Global Project Leadership

## Master of Science in Management (MSM)

The Master of Science in Management (MSM) degree focuses on advancing a student's understanding of the nuances associated with leading and managing people in modern organizations. The MSM incorporates selected elements of the Master of Business administration curriculum, providing a common body of knowledge in graduate business education, and then goes a step further by focusing on one of two specialized areas of knowledge and skills within the management discipline; human resources and strategy. As a result, the MSM provides a concentrated study of both the modern principles and practical skills necessary for success in the current and future complex organizational environments, whether public, private-sector or non-profit.

The MSM consists of 10 courses for 30 semester credit hours. The MSM degree requires a minimum of 18 semester credit hours of core and concentration credits in residence at Walsh. The MSM is available as a dual degree with the MBA.

### MSM Core Courses

IT 520	Information Technology
ECN 600	Foundations of Economic Analysis
MGT 600	Organizational Behavior and Leadership
MGT 633	Leading Projects, Programs and Operations
MGT 601	Design Thinking
MGT 685*	Strategic Management of the Enterprise

### Concentrations – Select one

#### Human Resource Management

MGT 555.	Global Human Resource Management
MGT 557	Labor Relations
MGT 558	Managing Employee Development and Training
MGT 559	Managing Total Compensation
MGT 610	Human Resource Management Capstone

*\*Students pursuing a Human Resource Management Concentration replace MGT 685 (Strategic Management of the Enterprise) with MGT 610.*

#### Strategic Management

MGT 546	Strategic Management of Organizations as Complex Adaptive Systems
MGT 547	Strategic Management of Human, Structural, and Relationship Capital
MGT 548	Strategic Management of Knowledge and Innovation
MGT 604	Leading Organizational Change

## Master of Science in Marketing (MSMKT)

The Master of Science in Marketing (MSMKT) degree is an innovative, program that allows students to develop the in-depth knowledge and practical skills necessary to design, manage, implement, and evaluate marketing strategies.

This program is designed for individuals who want to enhance their career opportunities by obtaining a generalist postgraduate marketing degree with emphasis on data-driven brand management. The MSMKT is intended to provide a deeper immersion into the study of marketing than is possible in a typical MBA program. The MSMKT includes many valuable experiences including: exposure to both qualitative and quantitative marketing courses ranging from creativity and innovation to analytics, access to data modeling applications in a state-of-the-art Business Solutions Lab, access to qualitative research coaching through on-campus focus group facility, access to either an internship or consulting project, right to use to custom data analytics tools available from industry partners, and the ability to join and participate in activities of the Walsh Marketing Association.

The MSMKT program consists of 10 courses for 30 semester credit hours. The MSMKT degree requires a minimum of 18 semester credit hours in residence at Walsh. The MSMKT is available as a dual degree with the MBA.

### **MSMKT Program Core**

IT 520	Information Technology
MGT 601	Design Thinking
MKT 550	Marketing Fundamentals
QM 520	Business Analytics

### **MSMKT Electives - Select 5**

MGT 600	Organizational Behavior and Leadership
MKT 541	Public Relations Strategies
MKT 542	Consumer Insights
MKT 543	Creativity and Innovation
MKT 544	Consumer Sciences
MKT 551	Consumer Behavior
MKT 555	Marketing Application and Metrics
MKT 560	Brand Management

### **Capstone – Select One**

MKT 588	Professional Internship
MKT 589	Consulting Project

## **Master of Science in Organizational Leadership (MSOL)\***

The Master of Science in Organizational Leadership (MSOL) program will help students develop the skills to assess business challenges, drive organizational change, shape culture, and inspire teams to become the best version of themselves. Leadership however is also about discovering and defining one's own personal sense of leadership and leadership style. The MSOL curriculum is designed to allow students to deeply explore leadership from a variety of perspectives and, in addition to gaining essential theoretical knowledge, develop the creative and critical thinking, analytical problem solving, communication and collaboration skills that are essential for career success today, no matter the industry.

The MSOL program consists of 10 courses for 30 semester credit hours. The MSOL requires a minimum of 18 semester credit hours in residence at Walsh.

### **MSOL Core Courses**

MGT 600	Organizational Behavior and Leadership
MGT 602	Leading to Engage Critical Stakeholders
MGT 603	Evidence-Based Decision Making
MGT 604	Leading Organizational Change
MGT 606	Communication Strategies for Contemporary Organizations
MGT 607	Building and Leading a Learning Organization
MGT 685	Strategic Management of the Enterprise

### **MSOL Electives - Select Two:**

MGT 631	Creating High Performing Teams
MGT 632	Creating and Managing Culture
MGT 633	Leading Projects, Programs and Operations
MGT 634	Current Issues in Leadership
MGT 635	Aligning Organization, Environment and Strategy

### **Capstone – Select One:**

MGT 686	Leadership Capstone
MGT 687	Internship Capstone
MGT 688	Thesis Capstone

\*ACBSP requires new programs to be in place for two years and have graduates from the program before it will be reviewed for accreditation. As a new program, it will be reviewed in 2021 for specialized accreditation by the ACBSP.

## Master of Science in Taxation (MST)

The Master of Science in Taxation (MST) degree program is among the most well respected in the nation for its development of tax professionals. The MST program is designed for individuals seeking to gain a comprehensive, practical knowledge of individual and business taxation while also achieving a deeper understanding of the broader concepts of tax planning, tax compliance, tax research and writing, and tax procedure. The MST curriculum is continually reviewed to ensure that students are receiving relevant, updated information that will create marketable skills in a constantly changing business environment.

The MST program consists of 10-12 courses for 30-36 semester credit hours. The MST degree requires a minimum of 18 semester credit hours in residence at Walsh.

### MST Foundation Courses

TAX 595	Tax and Business Taxation I
TAX 596	Tax and Business Taxation II

### MST Core Courses

TAX 500	Advanced Tax Research Writing & Citation Methodology
TAX 507	Tax Accounting
TAX 509	Sales and Exchanges of Property
TAX 510	Basic Concepts in Corporate Taxation (Corporate Tax I)
TAX 531	Partnership and LLC Taxation
TAX 540	Tax Practice and Procedure
TAX 560	Planning and Current Issues in Taxation
TAX 599	Introduction to Tax Research

### MST Electives - Select Two:

ACC 578	Accounting for Income Taxes
TAX 525	Advanced Concepts in Corporate Taxation
TAX 532	Income and Transfer Tax Consequences for Estates and Trusts
TAX 550	International Taxation
TAX 598	Tax Return Seminar

## Dual Master of Business Administration and Master of Science in Finance

Walsh offers a dual degree program for students interested in both the business knowledge breadth of an MBA degree and the more specific subject matter depth of an MSF degree at the same time. The Walsh Dual MBA/MSF degree can be completed in 48 semester credit hours, dependent upon a student's selection of courses. Successful completion of all required courses and graduation requirements will result in an award of both degrees. The Dual MBA/MSF degree requires a minimum of 36 semester credit hours of core and concentration credits in residence at Walsh.

### Dual MBA/MSF Core Courses

ACC 510	Financial and Managerial Accounting
ECN 600	Foundations of Economic Analysis
FIN 620	Financial Management
IT 520	Information Technology
MGT 600	Organizational Behavior Leadership
MGT 601	Design Thinking
MGT 633	Leading Projects, Programs and Operations
MGT 685	Strategic Management of the Enterprise
MKT 550	Marketing Fundamentals
QM 520	Business Analytics

### **Required MSF Classes**

FIN 610	Foundations of Financial Analysis
FIN 611	Investment Performance & Analytics
FIN 621	Financial Statement Analysis

### **Required MSF Elective Courses – Select Two:**

ECN 601	Managerial Economics
ECN 602	Global Economics
ECN 610	Applied Econometrics
ECN 670	Seminar in Economic Topics & Issues
FIN 612	Advanced Investments
FIN 613	Portfolio Analysis & Analytical Case Studies
FIN 614	Commercial Real Estate
FIN 622	Advanced Financial Management
FIN 623	Business Valuation
FIN 624	Mergers & Acquisitions
FIN 625	Risk Management
FIN 630	Introduction to Banking
FIN 631	Commercial Lending
FIN 632	Credit Underwriting & Analysis
FIN 633	International Finance
FIN 670	Seminar in Financial Topics & Issues
FIN 689	Directed Research Study in Finance

### **MSF Capstone Course – Select One:**

FIN 690	Finance Simulation
FIN 691	CFA Research Challenge
FIN 692	ACG Cup Competition
FIN 699	Capstone Internship in Finance

## **Dual Master of Business Administration and Master of Science in Information Technology Leadership**

Walsh offers a dual degree program for students interested in pursuing both an MBA and MSITL degree at the same time. The Walsh Dual MBA/MSITL degree consists of 16 courses for 48 semester credit hours. Upon successful completion of all required courses and graduation requirements, both degrees will be awarded.

The Dual MBA/MSITL degree requires a minimum of 36 semester credit hours of core and concentration credits in residence at Walsh.

### **Dual MBA/MSITL Core**

ACC 510	Financial and Managerial Accounting
ECN 600	Foundations of Economic Analysis
FIN 500	Principles of Finance
IT 505	Governance, Risk, and Compliance
IT 520	Information Technology
IT 551	Project Management Fundamentals
MGT 600	Organizational Behavior and Leadership
MGT 601	Design Thinking
MGT 633	Leading Projects, Programs and Operations
MGT 685	Strategic Management of the Enterprise
MKT 550	Marketing Fundamentals
QM 520	Business Analytics



## **Concentrations – Select One**

### **Executive Leadership**

IT 565	Fundamentals of Cybersecurity
IT 566	Security Program Management
IT 567	Business Continuity, Resilience & Crisis Management
IT 575	Network and Enterprise Architecture

### **Global Project & Program Management**

IT 552	Project, Program and Portfolio Management
IT 553	Product, Program and Portfolio Management
IT 554	Agile Project Management
IT 555	Global Project Leadership

## **Dual Master of Business Administration and Master of Science in Management**

Walsh offers a dual degree program for students interested in pursuing both an MBA and MSM degree at the same time. The Dual MBA/MSM degree consists of 14 courses for 42 semester credit hours. Upon successful completion of all required courses and graduation requirements, both degrees will be awarded.

The Dual MBA/MSM degree requires a minimum of 30 semester credit hours of core and concentration credits in residence at Walsh.

### **Dual MBA/MSM Core Courses**

ACC 510	Financial and Managerial Accounting
ECN 600	Foundations of Economic Analysis
FIN 500	Principles of Finance
IT 520	Information Technology
MGT 600	Organizational Behavior and Leadership
MGT 601	Design Thinking
MGT 633	Leading Projects, Programs and Operations
MGT 685	Strategic Management of the Enterprise
MKT 550	Marketing Fundamentals
QM 520	Business Analytics

## **Concentrations - Select One:**

### **Human Resource Management**

MGT 555	Global Human Resource Management
MGT 557	Labor Relations
MGT 558	Managing Employee Development and Training
MGT 559	Managing Total Compensation
MGT 610*	Human Resource Management Capstone

\*Students pursuing a Human Resource Management Concentration will replace MGT 685 (Strategic Management of the Enterprise) with MGT 610.

### **Strategic Management**

MGT 546	Organizations as Complex Adaptive Systems
MGT 547	Strategic Management of Human, Structural, and Relationship Capital
MGT 548	Strategic Management of Knowledge and Innovation
MGT 604	Leading Organizational Change

## Dual Master of Business Administration and Master of Science in Marketing

Walsh offers a dual-degree program for students interested in pursuing both an MBA and MSMKT degree at the same time. The Walsh Dual MBA/MSMKT Degree consists of 15 courses for 45 semester credit hours. Upon successful completion of all required courses and graduation requirements, both degrees will be awarded.

The Dual MBA/MSMKT degree requires a minimum of 33 semester credit hours in residence at Walsh.

### Dual MBA/MSMKT Core Courses

ACC 510	Financial and Managerial Accounting
ECN 600	Foundations of Economic Analysis
FIN 500	Principles of Finance
IT 520	Information Technology
MGT 600	Organizational Behavior and Leadership
MGT 601	Design Thinking
MGT 633	Leading Projects, Programs and Operations
MGT 685	Strategic Management of the Enterprise
MKT 550	Marketing Fundamentals
QM 520	Business Analytics

### Program Electives: 12 credits - Select 4 courses from the following

MKT 541	Public Relations Strategies
MKT 542	Consumer Insights
MKT 543	Creativity and Innovation
MKT 544	Consumer Sciences
MKT 551	Consumer Behavior
MKT 555	Marketing Application and Metrics
MKT 560	Brand Management

### MSMKT Capstone: 3 credits - Select one from the following

MKT 588	Professional Internship
MKT 589	Consulting Project

## Master's Degree Graduation Requirements

Students must complete the prescribed requirements to graduate with a master's degree from Walsh.

- Complete the program of study within a period of 60 calendar months (five years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh transcript). Extensions to this time requirement will only be granted upon review of the request by the chief academic officer or designee.
- Students preparing for graduation must file an official Application for Graduation Form with the Records, Registration, and Veteran Services office. Students can make an appointment with an academic advisor to review graduation requirements.
- Students are limited to no more than 6 semester credit hours of courses in directed study, practicum and/or internships.

### Master of Arts in Business

- Earn a minimum 33 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 21 semester credit hours in residence in the MAB program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the degree requirements at Walsh.

## **Master of Business Administration**

- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours in residence in the MBA program.
- Earn a grade of “C” (2.000) or better in each course counted toward graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Master of Science in Accountancy**

- Earn a minimum of 36 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 24 semester credit hours of core and elective credits in residence in the MAC program.
- MAC program for accounting graduates must earn a minimum of 30 graduate semester credit hours which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring a minimum of 18 semester credit hours in residence in the MAC program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Master of Science in Finance**

- Earn a minimum of 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core and concentration credits in residence in the MSF program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Master of Science in Information Technology**

- Earn a minimum 33 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 21 semester credit hours of core and concentration credits in residence in the MSIT program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Master of Science in Information Technology Leadership**

- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core and concentration credits in residence in the MSITL program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Master of Science in Management**

- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core and concentration credits in residence in the MSM program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Master of Science in Marketing**

- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core credits in residence in the MSMKT program.

- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Master of Science in Organizational Leadership**

- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core credits in residence in the MSOL program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Master of Science in Taxation**

- Earn a minimum 30 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 18 semester credit hours of core and elective credits in residence in the MST program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Dual MBA/MSF**

- Earn a minimum 48 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 36 semester credit hours of core and concentration credits in residence in the MBA/MSF program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Dual MBA/MSITL**

- Earn a minimum 48 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 36 semester credit hours of core and concentration credits in residence in the MBA/MSITL program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Dual MBA/MSM**

- Earn a minimum 42 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 30 semester credit hours of core and concentration credits in residence in the MBA/MSM program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

## **Dual MBA/MSMKT**

- Earn a minimum 45 graduate semester credit hours, which may include up to a maximum of 12 semester credit hours of advanced standing, therefore requiring 33 semester credit hours of core credits in residence in the MBA/MSMKT program.
- Earn a grade of “C” (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of “B” (3.000) or better within the degree requirements at Walsh.

# Doctoral Degree Program

## Doctor of Management (DM)

### Introduction

The Doctor of Management (DM) is a professional doctoral degree program, advancing knowledge through theory and applied research and shaping candidates to effectively lead and manage contemporary organizations. The goal of the program is to develop scholar practitioners and is an intensive, part-time program, with a mix of on campus and online coursework, designed for working professionals. DM graduates may seek careers as business leaders, consultants, or business educators.

The DM program is fully accredited by The Higher Learning Commission (HLC) of the North Central Association of Colleges and Schools ([www.ncahlc.org](http://www.ncahlc.org); phone: 312-263-0456). The DM Program is in candidacy for Association of College Business Schools and Programs (ACBSP) accreditation.

### DM Program

The DM core courses are designed to provide an in-depth study of the issues associated with leadership, executive decision-making, and the management of people and processes in an environment of global change. The program is 60 semester hours. After 48 hours of concentrated coursework, DM students be required to take and pass a qualifying exam. Upon successful completion of that examination process, students will begin the 12-semester hour dissertation process.

### Program Time Limits and Residency Requirements

All students enrolled in the program must successfully complete all coursework and comprehensive qualifying examinations within a maximum of six years (72 months) after commencing the program. The Program Director and/or Program Committee will review any exceptions beyond the stated criteria.

All students are required to attend all of the Residency sessions. Failure to attend a scheduled Residency will result in a pause in the student's academic progress until that particular Residency session is offered again and is successfully completed.

### DM Student Handbook

Admitted students will receive a handbook containing other information pertinent to the DM Program.

For doctoral students, the DM Student Handbook, covering course and grading policies, academic progress structures, comprehensive examination requirements, program governance and student compliance details as well as the dissertation specifications, serves as additional program specific guidance and governance for DM students.

# Certificate Programs

## Graduate Certificates

Walsh offers a variety of certificate programs at the graduate level. Foundation courses, if required, are listed below for each certificate. The candidate may earn a certificate by taking 4 to 6 courses, totaling 12 to 18 semester credit hours, depending on the certificate. Students may receive advanced standing credit, exclusions, or waivers for specific courses. Students must complete a minimum of 9 semester credit hours of new coursework (not previously completed as part of a different degree or certificate program) to earn a certificate.

Certificate candidates have 48 months in which to complete the coursework with a minimum grade of "C" (2.000) in each course and a cumulative GPA of 3.000.

One semester prior to completion, the candidate must file an application for certification with the Records and Registration office. In addition to receiving the certificate, the candidate will have the designation noted on their transcript. There are no limits on the number of certificates that can be earned. Certificates will not be awarded for courses completed as part of a degree program.

Upon earning a certificate, a student who wishes to apply to any Walsh degree program will be held to all admissions requirements under the catalog year in which the individual applies. Coursework completed as part of a graduate certificate program that is either a core or elective course of the graduate degree program will be considered for advanced standing credit and will be noted on the student's graduate academic transcript. Degree programs have time limits for the transferability of advance standing credit.

Certificates are awarded in the following areas:

## Cybersecurity

Successful graduates of the Cybersecurity academic certificate will be able to employ information technology and cybersecurity knowledge and skills to protect organizational assets in support of the organization's goals and strategies. Students will learn to balance continuity and change in the development, implementation, and evaluation of cybersecurity programs and solution. The Cybersecurity certificate consists of 6 courses:

### Foundation Courses

IT 501	Systems Analysis
IT 565	Fundamentals of Cybersecurity

### Certificate Courses

IT 511	Threats, Vulnerabilities, Controls and Countermeasures
IT 512	Intelligence Analysis Tools and Techniques
IT 513	Social, Political and Cultural Impacts of Cybersecurity
IT 514	Current Issues in Cybersecurity

## Global Project and Program Management

The Global Project and Program Management academic certificate is designed to prepare project and program managers to become leaders. Upon completion, students will be prepared to employ a variety of disciplined and agile project management tools and techniques to guide projects and programs for maximum benefit to their organization. Students will integrate, coordinate, and balance resources to achieve project goals and meet project schedule, quality, risk and financial constraints. The Global Project and Program Management certificate consists of 5 courses:

## **Global Project and Program Management Courses**

IT 551	Project Management Fundamentals
IT 552	Project Program and Portfolio Management
IT 553	Product Program and Portfolio Management
IT 554	Agile Product Management
IT 555	Global Project Leadership

## **Human Resource Management**

This certificate program is helpful for human resources professionals seeking to stay relevant in their field, to expand their skills, or to enhance their previous degree. The HR Management certificate can prepare you for the Society for Human Resource Management certification.

The Human Resource Management certificate consists of 4 courses:

### **Certificate Courses**

MGT 555	Global Human Resource Management
MGT 557	Labor Relations
MGT 558	Managing Employee Development and Training
MGT 559	Managing Total Compensation

## **Graduate Certificate Program Graduation Requirements**

Students must complete the prescribed requirements to graduate with a graduate certificate from Walsh.

- Complete the program of study within a period of 48 calendar months (four years) from the initial date of course enrollment (as designated by the first semester attended on the student's Walsh transcript). Extensions to this time requirement will only be granted upon review of the request by the chief academic officer or designee.
- Students preparing for graduation must file an official application for graduation form with the Records and Registration, office. Students can make an appointment with an academic advisor to review graduation requirements.

### **Cybersecurity**

- Earn a minimum 12 graduate semester credit hours, which may include up to a maximum of 3 semester credit hours of advanced standing, therefore requiring 9 semester credit hours in residence in the Cybersecurity certificate program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the graduate certificate requirements at Walsh.

### **Global Project and Program Management**

- Earn a minimum 15 graduate semester credit hours, which may include up to a maximum of 6 semester credit hours of advanced standing, therefore requiring 9 semester credit hours in residence in the Global Project and Program Management certificate program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the graduate certificate requirements at Walsh.

### **Human Resource Management**

- Earn a minimum 12 graduate semester credit hours, which may include up to a maximum of 3 semester credit hours of advanced standing, therefore requiring 9 semester credit hours in residence in the Human Resource Management certificate program.
- Earn a grade of "C" (2.000) or better in each course counted towards graduation.
- Achieve a cumulative grade point average of "B" (3.000) or better within the graduate certificate requirements at Walsh.

# Academic Policies and Procedures

A student enrolled in a course at Walsh must observe all academic policies and regulations in effect and published in the current Student Handbook, Academic Catalog, and in other official publications. It is the responsibility of the student to be aware of all changes in academic policy as implemented by Walsh. Any student wishing to be exempt from a specific academic policy as outlined in the Handbook or elsewhere must formally petition the specific administrative or academic department enforcing the policy.

## Degree Completion Policy

In order to graduate, a student must complete a degree program within 60 consecutive calendar months (five years), or 72 if doctoral, from the initial date of enrollment at Walsh (as designated by the first semester attended on the student's Walsh transcript). Should it appear that this time limit might not be met, the student should immediately consult with an advisor in the Admissions and Academic Advising office to request an extension. This request will be forwarded to the academic department chair for review and approval. If an extension is requested and granted, coursework more than five years old may be reviewed for currency. Additional coursework may be required to complete the degree. If an extension is not granted due to an insufficient portion of the program requirements having been completed, the student must update to the current degree program. Credit will be applied toward a degree for coursework less than five years old in which the grade of "D-" (0.700) or better has been earned, with the exception of courses which require a "C" (2.000) or better to fulfill graduation requirements. All graduate courses require a minimum grade of "C" (2.000).

A readmitted student who is granted credit for previously taken courses may be required to complete the program in a period of time less than 60 months (five years). The transcript of a readmitted student will reflect all courses taken, credit hours attempted, and grades received while in residence at Walsh.

## Residency Policy

An undergraduate degree candidate must complete a minimum of 45 semester credit hours in residence in the BBA and BSIT programs at Walsh. An undergraduate degree candidate must complete a minimum of 30 semester credit hours in residence in the BSAM program at Walsh. However, certain undergraduate students may be eligible to transfer up to a maximum 9 additional semester credit hours of approved equivalent junior/senior (300-400) level coursework from an institution accredited by the Higher Learning Commission (HLC), Middle States Commission on Higher Education (MSCHE), New England Association of Schools and Colleges – Commission on Institutions of Higher Education (NEASC-CIHE), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), or Western Association of Schools and Colleges (ACCJC-WSCUC). These additional transferred semester credit hours may reduce the number of hours required in residency by a corresponding number.

A graduate degree candidate must complete the following minimum residency requirements (excluding foundation coursework) at Walsh:

- Master of Arts in Business degree requires a minimum of 21 semester credit hours in residence in the MAB program at Walsh.
- Master of Business Administration degree requires a minimum of 18 semester credit hours in residence in the MBA program at Walsh.
- Master of in Accountancy degree requires a minimum of 18-24 semester credit hours in residence in the MAC program at Walsh.
- Master of Science in Finance degree requires a minimum of 18 semester credit hours in residence in the MSF program at Walsh.
- Master of Science in Information Technology degree requires a minimum of 21 semester credit hours in residence in the MSIT program at Walsh.
- Master of Science in Information Technology Leadership degree requires a minimum of 18 semester credit hours in residence in the MSITL program at Walsh.
- Master of Science in Management degree requires a minimum of 18 semester credit hours in residence in the MSM program at Walsh.
- Master of Science in Marketing degree requires a minimum of 18 semester credit hours in residence in the MSMKT program at Walsh.



- Master of Science in Organizational Leadership degree requires a minimum of 18 semester credit hours in residence in the MSOL program at Walsh.
- Master of Science in Taxation degree requires a minimum of 18 semester credit hours in residence in the MST program at Walsh.
- Dual Master of Business Administration and Master of Science in Finance degree requires a minimum of 36 semester credit hours in residence in the MBA/MSF program at Walsh.
- Dual Master of Business Administration and Master of Science in Information Technology Leadership degree requires a minimum of 36 semester credit hours in residence in the MBA/MSITL program at Walsh.
- Dual Master of Business Administration and Master of Science in Management degree requires a minimum of 30 semester credit hours in residence in the MBA/MSM program at Walsh.
- Dual Master of Business Administration and Master of Science in Marketing degree requires a minimum of 33 semester credit hours in residence in the MBA/MSMKT program at Walsh.

A certificate candidate must complete the following minimum residency requirements at Walsh:

- The Cybersecurity certificate requires a minimum 9 semester credit hours in residence in the Cybersecurity certificate program at Walsh.
- The Global Project and Program Management certificate requires a minimum 9 semester credit hours in residence in the Global Project and Program Management certificate program at Walsh.
- The Human Resource Management certificate requires a minimum 9 semester credit hours in residence in the Human Resource Management certificate program at Walsh.

A doctoral candidate must complete the following minimum residency requirements at Walsh:

- The Doctor of Management requires 60 semester credit hours in residence in the Doctor of Management program at Walsh.

# Course Descriptions

## Accounting

### **ACC 300 Financial Accounting**

**3 Credits**

**Prerequisite:** None. Cannot be used for credit after completing ACC 201 and ACC 202

This fundamental accounting course is designed to enable the student to prepare, evaluate, and use accounting data. The mechanics of financial accounting and the overall effect of accounting procedures on published financial statements are examined in detail.

### **ACC 301 Intermediate Accounting I**

**3 Credits**

**Prerequisites:** ACC 202 or ACC 300

This course is an examination of the intermediate level of problems in the definition and valuation of assets, liabilities, and the determination of net income. Topics include a thorough study of the income statement and balance sheet, present value concepts, current assets, fixed assets, and impairments.

### **ACC 302 Intermediate Accounting II**

**3 Credits**

**Prerequisite:** ACC 301

This course is a continuation of the intermediate level of accounting. Topics include current liabilities, bonds payable, equities, treasury stock, earnings per share, construction accounting, leases, postretirement benefits, and tax allocation.

### **ACC 303 Financial Accounting Concepts**

**3 Credits**

**Prerequisite:** ACC 301

This course includes a thorough coverage of key fundamental and intermediate accounting topics, developing related skills needed to succeed in advanced accounting courses. Specific topics include error analysis, prospective and retrospective changes, financial statement relationships, investments, the statement of cash flows, and IFRS.

### **ACC 310 Managerial Accounting**

**3 Credits**

**Prerequisites:** ACC 202 or ACC 300

This course provides a basic technical understanding of managerial accounting topics with an emphasis on the uses of accounting data by managers. Topics include unit cost determination, cost volume-profit analysis, direct costing, variance analysis, and budgeting.

### **ACC 406 Accounting Information Systems**

**3 Credits**

**Prerequisite:** ACC 301

This course examines a basic accounting and internal control system, using a hands-on approach to record transactions resulting in a complete financial statement package. It includes exposure to both manually prepared and computer-generated accounting information, utilizing accounting software packages and spreadsheet applications.

### **ACC 411 Business Combinations**

**3 Credits**

**Prerequisites:** ACC 302 and ACC 303

This course focuses on the theories of advanced accounting for investments and parent-subsidary relationships. Students learn to apply appropriate accounting procedures and prepare spreadsheets for consolidated corporate entities.

**ACC 412 Government & Not-For-Profit Accounting 3 Credits**

**Prerequisites:** ACC 302 and ACC 303

This course examines fund accounting and the reporting for state and local government units, hospitals, colleges, and other not-for profit organizations.

**ACC 415 Auditing 3 Credits**

**Prerequisites:** ACC 302, ACC 303 and ACC 406

This course examines the principles and procedures of the auditing function, focusing on the specific techniques employed by Certified Public Accounting firms. Major emphasis is placed on preparing the student for the Auditing section of the Uniform CPA Exam. Topics include audit ethics, audit documentation, internal controls, statistical sampling, examination of evidence, and audit reports.

**ACC 419 Advanced Managerial Accounting 3 Credits**

**Prerequisites:** ACC 302 or ACC 303 and ACC 310

This course examines cost accounting and the internal accounting procedures and concepts used in the decision-making process. Topics include process costing, job costing, budgeting, standard costing, differential cost analysis, variable costing, variance analysis, activity-based costing, and capital budgeting.

**ACC 480 Seminar in Accounting Systems 1 Credit**

**Prerequisite:** None

A one-credit seminar offered to guest students or non-degree undergraduate students only. This course is designed to meet the accounting systems requirements for the Uniform CPA Exam as set by the Michigan State Board of Accountancy. Credit is earned by completion of readings, objective questions, and essay questions relating to accounting systems.

**ACC 483 Directed Study in Accounting 3 Credits**

**Prerequisite:** Written permission of the department chair

These courses provide students with an opportunity to investigate an accounting topic not otherwise studied in their curriculum. Requests for a directed study must be initiated through the Admissions and Academic Advising Office and are granted only in unique circumstances. Students are limited to no more than 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

**ACC 488 Accounting Internship 3 Credits**

**Prerequisites:** ACC 301 and written permission of the department chair. Students must have a minimum cumulative GPA of 3.250.

This elective course gives students who have secured accounting or tax internships the opportunity to earn credit. The student must be employed in a part-time or full-time accounting/tax internship position for approximately 11 weeks. The student will maintain a written weekly log for all duties performed and will submit a formal report on the internship experience, submit an employer prepared performance review, and complete a project requiring research into an SEC corporation. An accounting/tax internship can only be used as elective credit.

Requests for an internship must be initiated through the Admissions and Academic Advising office. No more than 6 credits are allowed in directed study, practicum, and/or internship courses toward graduation requirements.

**ACC 494 Accounting Practicum****3 Credits**

**Prerequisites:** ACC 301 and written permission of the department chair. Students must have a minimum cumulative GPA of 3.250.

This elective course gives students who have secured accounting or tax internships the opportunity to earn credit. The student must be employed in a part-time or full-time accounting/tax position. A written weekly log detailing responsibilities and achievements is required, as well as a report summarizing learning outcomes. Evidence of employer supervision, supported by an appraisal from supervisor(s), is required to complete the course requirements. An accounting/tax internship can only be used as elective credit.

Requests for an internship must be initiated through the Admissions and Academic Advising office. No more than 6 credits are allowed in directed study, practicum, and/or internship courses toward graduation requirements.

**ACC 500 Financial Accounting****3 Credits**

**Prerequisite:** None

The course offers thorough coverage of the basic financial accounting concepts and standards to result in the compilation of accrual-basis financial statements, including proper disclosures according to Generally Accepted Accounting Principles. Specific topics include current and noncurrent assets and liabilities, as well as contributed capital and retained earnings. Development and analysis of the income statement, balance sheet, and statement of cash flows are expected.

**ACC 501 Intermediate Accounting I****3 Credits**

**Prerequisite:** ACC 500

The first of three Intermediate Financial Accounting courses introduces the accrual basis of accounting, applying appropriate principles for measuring and reporting financial information on the income statement and balance sheet. Emphasis is on capitalization of assets, present value and future value computations, and impairment of noncurrent and intangible assets. Additional topics include discontinued operations and depletion of natural resources.

**ACC 502 Intermediate Accounting II****3 Credits**

**Prerequisite:** ACC 501

The second of three Intermediate Financial Accounting courses focuses on current and noncurrent liabilities, revenue recognition, contributed capital, retained earnings, employee pensions, both operating and finance leases, net operating loss carryforwards, and applicable pronouncements by the Financial Accounting Standards Board.

**ACC 503 Financial Accounting Concepts****3 Credits**

**Prerequisites:** MAC: ACC 501; MAC for Accounting Graduates: None

In the third Intermediate Financial Accounting course, critical analysis of the statement of cash flows is expected, resulting in the understanding of the inter-relationships among the income statement, balance sheet, and statement of stockholders' equity. Prospective and retroactive accounting errors combine with prior period adjustments to complete the coverage of financial statement disclosures. Additional topics include subsequent events, operating segments, interim financial statements, and related party transactions.

**ACC 506 Accounting Information Systems****3 Credits**

**Prerequisite:** ACC 501

This course examines a basic accounting and internal control system, using a hands-on approach to record transactions resulting in a complete financial statement package. It includes exposure to both manually prepared and computer-generated accounting information, utilizing accounting software packages and spreadsheet applications.

**ACC 510 Financial and Managerial Accounting****3 Credits****Prerequisite: None**

This course is an introduction to the financial and managerial accounting principles that are necessary for executive success. Specific topics include the primary financial statements, revenue and expense recognition, accounting procedures, product costing, and data-driven decision making.

**ACC 511 Business Combinations****3 Credits****Prerequisites: MAC: ACC 502 and ACC 503; MAC for Accounting Graduates: ACC 503; Undergraduate: ACC 302 and ACC 303**

This course focuses on the theories of advanced accounting for investments and parent-subsidiary relationships. Students learn to apply appropriate accounting procedures and prepare spreadsheets for consolidated corporate entities.

**ACC 512 Government & Not-For-Profit Accounting****3 Credits****Prerequisites: MAC: ACC 502 and ACC 503; MAC for Accounting Graduates: ACC 503; Undergraduate: ACC 302 and ACC 303**

This course examines fund accounting and the reporting for state and local government units, hospitals, colleges, and other not-for profit organizations.

**ACC 513 Accounting Practices****3 Credits****Prerequisites: COM 525, MGT 502, and MGT 503**

This course introduces the basic concepts of financial accounting. Several important concepts will be covered in detail: the accounting cycle, short-term and long-term assets and liabilities, revenue and expense recognition, and equity. Emphasis will be placed on the understanding of the four basic financial statements – the income statement, balance sheet, the statement of cash flows, and the owner's equity statement. Upon completion, students will be able to analyze, summarize, and interpret financial data and implement data-driven decision making.

**ACC 515 Auditing****3 Credits****Prerequisites: MAC: ACC 502, ACC 503, ACC 506 and COM 510; MAC for Accounting Graduates: ACC 503 and COM 510; Undergraduate: ACC 302, ACC 303, ACC 406, and COM 340**

This course provides a carefully balanced presentation of audit theory and practice. Special attention is paid to the nature of professional conduct, audit evidence, audit planning, internal controls, audit sampling, and reports and procedures for audited financial statements, compilations, and reviews. Included is coverage of pronouncements from both the Auditing Standards Board and the PCAOB. Emphasis is placed on auditing financial statements using a risk-based approach.

**ACC 519 Advanced Managerial Accounting****3 Credits****Prerequisites: ACC 502 or ACC 503**

This course examines cost accounting and the internal accounting procedures and concepts used in the decision-making process. Topics include process costing, job costing, budgeting, standard costing, differential cost analysis, variable costing, variance analysis, activity-based costing, and capital budgeting.

**ACC 550 Advanced Auditing****3 Credits****Prerequisite: ACC 515**

A continuation of the review of audit principles and techniques introduced in Auditing, including performing a simulated audit. Forensic accounting, Sarbanes-Oxley requirements, and SEC regulations are additional topics.

**ACC 564 Data Analytics for Accounting 3 Credits**  
**Prerequisite: IT 542**

Analysis of data as it pertains to Accounting professionals. The focus will be on analytic techniques for decision making and examination of “big data” involving accounting information.

The course will include discussion and application of the technical aspects of data acquisition, cleansing and loading into data warehouse structures. Hands-on experience to develop skills with select software tools used in data analytics for accounting professionals.

**ACC 565 Data Analytics Capstone 3 Credits**  
**Prerequisite: ACC 564**

The Capstone/Practicum Project provides the opportunity for integrating program learning within a project framework. Each student identifies or defines a professionally relevant need to be addressed that represents an opportunity to assimilate, integrate, or extend learning derived through the program. The student will work with the Capstone Project Advisor to develop a proposal. After review and approval by the Capstone Project Advisor, the student is authorized to complete the project. The student presents the completed project at the end of the semester.

**ACC 570 Forensic & Investigative Accounting 3 Credits**  
**Prerequisites: MAC: ACC 502, ACC 503; MAC for Accounting Graduates: ACC 503**

This course provides an overview of the nature, elements and scope of modern forensic and investigative accounting. Topics include fraud assessment and detection, fraud auditing, litigation support, valuation, cybercrime and other key forensic topics. Students will also solve case studies that require practical application of the investigative techniques covered in the course.

**ACC 574 Industry Accounting and Auditing 3 Credits**  
**Prerequisites: ACC 511, ACC 512 and ACC 515**

A review of several types of industries, accounting topics and the related accounting principles and auditing procedures. Topics will vary each semester; they could include accounting and auditing for school systems, retailers, casinos, manufacturers, pension plans, county government, construction contracts, variable interest entities, IT security, and compilation and reviews.

**ACC 577 Payroll and Employee Benefits Accounting 3 Credits**  
**Prerequisites: MAC: ACC 501; MAC for Accounting Graduates: None**

This course is designed to introduce and develop a working understanding of accounting for payroll, payroll-related liabilities, payroll taxes and employee benefits.

**ACC 578 Accounting for Income Taxes 3 Credits**  
**Prerequisites: MAC and MAC for Accounting Graduates: ACC 501, ACC 502, TAX 595, and TAX 596; MST: TAX 510**

This course is a systematic study of the basic concepts of tax accounting. At the end of the course, the student will have achieved a substantial technical knowledge of the application of FASB ASC Topic 740, including ASC Topic 740-10.

**ACC 580 Business Law for Accountants 3 Credits**  
**Prerequisite: None**

This course is a comprehensive overview of key business law concepts including business organizations, agency, sales and leases, contracts, negotiable instruments, creditor rights and bankruptcy, property, secured transactions and related topics. The focus of this course is to be practical for all business students as well as to allow accountants preparing for the CPA exam to learn/refresh their knowledge on areas covered on the exam.

**ACC 588 Accounting Internship****3 Credits**

**Prerequisites:** ACC 501 and written permission of the department chair. Students must have a minimum cumulative GPA of 3.250.

For this elective course, the student must secure an internship opportunity in the field of accounting or tax. The duration of the internship must be at least the duration of the semester in which the student is enrolled. The course includes periodic reports detailing both the tasks completed by the student and the learning outcomes addressed by the tasks. Contributions by the intern are evaluated by employer supervisors and reported to the instructor, with additional communication if necessary. Student provides analysis of an SEC corporation, based on review of financial statements, related footnotes, and supplementary information required in the 10-K.

**ACC 594 Accounting Practicum****3 Credits**

**Prerequisites:** ACC 501 and written permission of the department chair. Students must have a minimum cumulative GPA of 3.250.

For this elective course, either part-time or full-time employment is evaluated by the institution to determine if the employment is appropriate for the student to earn credit for practical experience. The student must then continue in the accounting/tax position for the duration of the semester in which enrolled.

Bi-weekly reports are submitted by the student to the instructor, emphasizing achievement of learning objectives. Students are assigned a public corporation and required to submit detailed answers to questions based on the financial reporting requirements of the Financial Accounting Standards Board and the Public Company Accounting Oversight Board.

## Business Law

**BL 301 Business Law I****3 Credits**

**Prerequisite:** None

This course is a study of legal rights and the resolution of legal disputes. Students study the legal process and courts, contracts, sales, agency, property and property rights, and trusts and estates.

**BL 302 Business Law II****3 Credits**

**Prerequisite:** BL 301

This course is a continuation of BL 301 (Business Law I). Students study partnerships, corporations, limited liability companies, negotiable instruments, secured transactions, government regulation law, bankruptcy, and the legal liability of accountants.

**BL 420 The Legal Environment of Business****3 Credits**

**Prerequisite:** None. May not be taken for credit after completion of BL 302

This course is a survey of the legal environment in which contemporary business is conducted.

**BL 515 Business Law and Ethics****3 Credits**

**Prerequisites:** COM 525, MGT 502, and MGT 503

This course is a survey of the ethical and legal environment of business. Students are provided with a basic and practical understanding of American and international law in such a way as to assist them in meeting the challenges of day-to-day legal and ethical decision making in a rapidly changing business climate. Students will discuss and explain the basics of modern contract law (E-contracts included), internet law and social media, in addition to identifying and evaluating business and employment relationships, aspects of property law and commercial transactions. Comparing aspects and advantages of various business organizations is included. Students will also learn and evaluate current national and international perspectives from the online "Global Business Ethics Watch" and will participate in class and related group projects to enhance the practical learning experience of this course.

# Communications

## **COM 210 Principles of Business Communications**

**3 Credits**

***Prerequisite: None. Students are required to complete this course within their first 6 semester credit hours in residence at Walsh***

This course is an examination of business communications with emphasis on further development of written communication skills. Students review topics such as grammar, style, tone, and organization to write effective messages in various formats including email, memos, letters, and other business documents. Students will assess nonverbal communication and public speaking strategies.

## **COM 300 Communication Essentials**

**1 Credit**

***Prerequisite: Placement into this course is determined by results of the Communication Placement Exam and COM 210. Cannot be taken after successful completion of COM 320***

This course provides students an opportunity to develop their written communication skills at a professional level necessary in today's workplaces. Emphasis is on the fundamentals of writing using precise language, correct grammar and punctuation, and appropriate style. Students will compose written messages that are clear, concise, free of mechanical errors, and displaying organization of thoughts based on a synthesis of information. Students will build skills to evaluate, revise and edit their own writing.

## **COM 320 Business Communication Methods**

**3 Credits**

***Prerequisites: COM 300 or a passing score on the Communication Placement Exam and COM 210. Students are required to complete this course within their first 9 semester credit hours in residence at Walsh.***

Students will be presented with a variety of rhetorical scenarios designed to develop problem solving and critical thinking skills. Assignments will acquaint students with models for a number of common business documents, including emails/memos, executive summaries, and both good- and bad- news letters/formal blog posts. Emphasis is on writing and public speaking.

## **COM 340 Professional Communication**

**3 Credits**

***Prerequisites: COM 320. Students are required to complete this course within their first 15 semester credit hours in residence at Walsh.***

Students will direct their research and problem-solving skills toward specific business-related issues. Other topics covered include, but are not limited to, APA citation style, business report writing, cross-cultural communications, career development, new technologies, group dynamics, ethical communication, nonverbal communication, and multi-media presentations. Emphasis is on a team project, which requires research, writing, and professional presentations.

## **COM 510 Leadership Communication**

**3 Credits**

***Prerequisite: None***

This class will focus on the development of a portfolio of professional business skills and career management to enhance advancement potential and business success. Self-awareness and audience analysis will be explored as a means to enhance emotional intelligence, grow business relationships, achieve consensus, and build professional credibility. Through executive coaching activities, written assignments, and oral presentations, students will increase their proficiency in a wide range of business communications required of successful leaders. In addition, through experiential learning, students will explore ways to improve their social and cultural awareness by discussing best practices, professional networking and workplace protocol to enhance their ability to navigate through the world. Peer evaluations will be used to improve communication as well as to provide students an opportunity to practice effective ways to give and receive feedback.



**COM 525 Applied Organizational Communication****3 Credits*****Prerequisite: MGT 502 (allowed concurrent with MGT 502)***

This course explores the role of communication in organizations. Students will advance their oral and written communication skills to engage internal and external audiences. The complexities of different audiences and channels will be explored with attention to the different expectations for formal and informal communication, culture, new media, virtual communication and presentations, and interpersonal relationships.

Communication processes to effectively provide performance feedback, maximize team performance, manage meetings, promote strategy, and manage reputation will be examined. Students will apply relevant persuasive communication theories to enhance personal credibility, resolve conflict, achieve consensus, navigate change, and management organizational crises.

## Economics

**ECN 405 Managerial Economics****3 Credits*****Prerequisites: ECN 201 and ECN 202***

This course applies microeconomic and macroeconomic theory and economic models to solving real world business problems. The topics covered include demand, supply and equilibrium prices, production and cost analysis, market structure and its effects on product pricing strategies, role of money in macro economy, risk analysis, managerial decision-making in a global economy, and the role of government in business.

**ECN 600 Foundations of Economic Analysis****3 Credits*****Prerequisite: None***

This course is an accelerated inquiry into micro and macroeconomic concepts, theories and policies. Students discuss microeconomic topics including, supply, demand, and markets. Students will also review macroeconomic topics such as money, financial markets, business cycles, monetary and fiscal policy. Students will be introduced to the global economy trade, balance of payments, protectionism and exchange rates.

**ECN 601 Managerial Economics****3 Credits*****Prerequisite: ECN 600***

This course applies microeconomic and macroeconomic theory and economic models to solving real-world business problems. The topics covered include demand, supply and equilibrium prices, production and cost analysis, market structure and its effects on product pricing strategies, the role of money in macro economy, risk analysis, managerial decision-making in a global economy, and the role of government in business.

**ECN 602 Global Economics****3 Credits*****Prerequisite: ECN 600***

This course examines the history and many facets of the global economy. Students study the key economic concepts and theories that influence global movements and impacts of trade, money, and exchange rates on domestic and international markets. Students also analyze and compare regional economies, the influence of trade blocs, and compare economic systems on incentives and productivity of individuals and nations.

**ECN 610 Applied Economics****3 Credits****Prerequisite: None**

This course will introduce students to the use of data analytics. They will identify credible sources of information, categorize the data, apply analytical tools to the data in order to generate deeper understandings, and demonstrate use of the analyzed data towards answering business questions and challenges. The course will extensively use case studies in order to familiarize students with the process of using data analytics to generate and interpret information in order to make effective and well-reasoned business decisions.

**ECN 670 Seminar in Economic Topics and Issues****3 Credits****Prerequisite: None**

This course provides an in-depth coverage of selected topics in the field of economics that are unique, relevant and are presented by qualified subject matter expert faculty.

## Finance

**FIN 310 Financial Markets****3 Credits****Prerequisite: ECN 202**

This course provides an overview of financial market operations and institutions, enabling students to understand and critically assess a broad array of economic and financial information. The course explores the flow of funds from lenders to borrowers, emphasizing the role of financial intermediaries, investment banks, and securities firms. Money and capital markets are analyzed, along with financial securities offered in each. The relationship between loanable funds and interest rates will also be considered. An extensive analysis will be made of the structure and goals of the Federal Reserve System, including monetary policy goals and open market operations. The course concludes with an investigation of foreign exchange markets, floating exchange rates, and the role played by multilateral financial organizations in the global economy.

**FIN 315 Financial Management****3 Credits****Prerequisites: ACC 202 or ACC 300**

This course provides an overview of the nature and scope of the financial management of the firm in reference to its analysis, planning, and decision-making functions. Topics include financial analysis and planning, working capital management, cost of capital and capital budgeting, stock and bond valuation, and both short- and long-term financing. Students will make extensive use of a financial calculator for analysis and problem solving.

**FIN 321 Risk Management and Insurance****3 Credits****Prerequisite: ECN 202**

This course is designed as an overview of the insurance business, including property and liability insurance contracts and risk typically covered by these contracts. In addition, the principle techniques in the risk management process as practiced in business as well as life, health and employee benefit programs are also discussed.

**FIN 401 Personal Finance****3 Credits****Prerequisite: FIN 315**

An introduction to the principles of personal finance and the logic that drives these principles. Topics covered include: measuring your financial health, tax planning, cash and debt management, consumer financing, risk management, investment management, retirement and estate planning. Students will gain an understanding of the concepts, tools, and resources required to create their own personalized financial plan, along with opportunities to apply these same concepts to a variety of other personal profiles via case studies.

**FIN 403 Investment Management****3 Credits****Prerequisites: FIN 310 and FIN 315**

This course analyzes the savings/investment process in the economy characterized by institutional and individual investors. An appraisal of the relative values and importance of various financial assets and kinds of investments are considered. The course explores procedures for locating sources of investment information and the expertise to properly analyze this information. The role of government in the investment-making function, as to its impact on the outcome of investment decisions is discussed.

**FIN 406 Financial Statement Analysis****3 Credits****Prerequisite: FIN 315**

This course provides an overview of financial accounting at the intermediate level. Students analyze the balance sheet, income statement, and statement of cash flows. Students also evaluate a company's financial position from the commercial lender, professional investor, and managerial points of view.

**FIN 407 Entrepreneurial Finance****3 Credits****Prerequisite: FIN 315**

This course examines the particular circumstances faced by owners or managers of small businesses. Most corporate finance courses approach the subject from the perspective of the large publicly-traded corporation – covering such subjects as external capital from bonds issues, sale of preferred and common stock to the public, public company reporting requirements, etc. The person who owns and/or runs a small business wears many hats and faces issues often very different from those arising in a large publicly traded corporation.

**FIN 412 International Economics and Finance****3 Credits****Prerequisites: FIN 310 and FIN 315**

This course is a study of the organizational structure of international economics and finance. Topics include international trade policy, payment methods, foreign exchange markets, investment centers, transfer pricing; sources and use of funds, capital structures, and dividend remittances. Students will review these topics while evaluating the balance of trade, balance of payments, and gold flows. Inquiries on the operation of international agencies, United States agencies, and the Eurodollar market are also explored.

**FIN 419 Financial History of the United States****3 Credits****Prerequisite: None**

This course is an examination into the financial history of the United States from its founding to the present day. Special emphasis will be placed on the country's institutions, including Wall Street, banking, and manufacturing as well as the entrepreneurs that shaped the financial system of the United States.

**FIN 420 Real Estate Principles****3 Credits****Prerequisite: FIN 315**

This course introduces students to real estate and its related business issues. The primary focus is upon general principles and in particular issues that impact residential real estate. Particular emphasis is placed on legal issues relating to real estate, underwriting and financing residential transactions, consumer rights and obligations, and career opportunities within the field.

**FIN 425 Financial Modeling****3 Credits****Prerequisites: FIN 406 and QM 301 (FIN 403 recommended)**

This course provides an opportunity for undergraduate finance majors to develop practical financial modeling skills using computer software applications. Students will construct and utilize a variety of spreadsheets emphasizing specific, real-world problem solving. Financial modeling will be used for financial forecasting, sensitivity and simulation analysis,

building pro forma financial statements, ratio analysis, breakeven analysis, debt and equity valuation, calculating the cost of capital, analyzing projects using discounted cash flow techniques, and capital budgeting. It is anticipated that students will be able to adapt these models to meet the needs of the workplace.

**FIN 460 Fundamentals of Financial Fraud**

**3 Credits**

***Prerequisites: ACC 202 or ACC 300 and FIN 315***

This course provides an overview of the nature, elements and scope of financial fraud. Topics include the various types of fraud, the anatomy of typical “fraudsters,” the red flags of financial fraud, the prevention of fraud, and the techniques and tools used to detect fraud in organizations. Students will also solve case studies that relate to contemporary issues in financial fraud (including its assessment, prevention and detection).

**FIN 483 Directed Study in Finance**

**1-3 Credits**

***Prerequisite: Written permission of the department chair***

This course is designed to allow the student an opportunity to investigate a financial topic not otherwise studied in the curriculum. The directed study can be approved for 1, 2 or 3 semester hours of credit pending approval by the program director or the department chair. Students must initiate the request to pursue a directed study in finance through the Admissions and Academic Advising office. Students are limited to no more than 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

**FIN 488 Finance Internship**

**3 Credits**

***Prerequisites: FIN 310 and FIN 315; written permission of the department chair. Students must have a minimum cumulative GPA of 3.000***

This course provides students with an opportunity to further develop their practical knowledge and skills in the financial industry. Interns must be employed in a full-time finance position with an approved company and will be assigned both an employer and faculty supervisor. Requirements for completing the internship include an initial statement of goals and expectations, preparing written journal entries or learning experiences, completing company research projects using Bloomberg, and submitting an overall evaluation of what has been gained from the internship. Employer supervisors will also provide an evaluation of their respective intern’s overall performance, including strengths and areas requiring further development.

**FIN 500 Principles of Finance**

**3 Credits**

***Prerequisite: None***

This course exposes students to the foundational principles that apply to all the core applications of finance. Students will be introduced to these concepts and will utilize case studies and other examples to demonstrate how these principles are applied in real world situations.

**FIN 516 Financial Budgeting and Forecasting**

**3 Credits**

***Prerequisite: ACC 513***

This course is an overview of the principles of financial management aimed at students with non-business undergraduate degrees who wish to acquire the skills needed to begin and run a small business. Content includes: time value of money techniques applied to various business and personal financial situations, various techniques to evaluate investments in capital assets, creating and using budgets and forecasts, forms of business entities, working capital management, funding a new business, and financial aspects of a business plan.

**FIN 583 Directed Study in Finance****3 Credits****Prerequisite:** *Written permission of the department chair*

This course is designed to allow the student an opportunity to investigate a financial topic not otherwise studied in their curriculum. The directed study can be approved for 1, 2 or 3 semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

**FIN 610 Foundations of Financial Analysis****3 Credits****Prerequisite:** *None*

This course will explore American capital markets in practice. The course content will explore the foundational theoretical principles that are necessary for capital markets to operate as efficiently as possible. Students will be introduced to valuation principles that are used for many common financial assets such as equities, fixed-income securities and certain derivatives that are key components within American capital markets. Students will also be introduced to the practical application of these investment vehicles via case based pedagogy.

**FIN 611 Investment Performance and Data Analytics****3 Credits****Prerequisite:** *FIN 610*

This course provides a practical approach to understanding data analytics applicable in both financial and investment analysis. Data analytics is more than just analytical methodologies or techniques used in logical analysis. It is a process of transforming data into meaningful actions through analysis and insights in the context of organizational decision making and problem solving. Quantitative methodologies explored and applied via practical problem sets include statistical analysis, forecasting, predictive modeling, and simulation. Students analyze and differentiate the characteristics of various asset classes including equities, fixed income securities, derivatives and various other alternative investments using MS-Excel. An investment research project and participation in ongoing current discussions are expected in the course.

**FIN 612 Advanced Investments****3 Credits****Prerequisite:** *FIN 611*

This course provides a practical approach to understanding the investment analysis and management process. Students will analyze the characteristics of various asset classes such as stocks, bonds, real estate, and derivative securities. In addition, the impact of asset allocation, diversification, long-short strategies, factor models, long-horizon investing, portfolio optimization, hedge funds, mutual funds, behavioral finance, performance evaluation, trading, and simulation are analyzed. Fundamental and technical security analysis topics are also explored. An investment research project and participation in ongoing current discussions are expected in the course.

**FIN 613 Portfolio Analysis and Analytical Case Studies****3 Credits****Prerequisite:** *FIN 611*

This course is designed as a comprehensive study of investment analysis and portfolio management. The course focuses on basic theories of managing a portfolio of financial assets within the risk–return framework and emphasizes portfolio management as a dynamic process in which the concepts from security analysis are factored into the dynamics of strategic and tactical investment decision-making criteria. The course explores the formulation of appropriate investment portfolio objectives for various institutional investors (i.e., retirement funds, mutual funds, endowments, insurance companies, etc.) and evaluates the allocation investment funds to major asset classes—including bonds, equities, and alternative investment instruments to create efficient portfolios. In addition, portfolio optimization, risk management, asset selection and allocation, investment management, performance measurement, monitoring, and rebalancing a portfolio will be discussed and analyzed. Students will also participate in the construction and maintenance of a simulated portfolio using simulation software.

**FIN 614 Commercial Real Estate****3 Credits*****Prerequisite: FIN 611***

This course introduces students to the application of financial capital to commercial real estate. The course content will explore the various facets of commercial real estate operations, including the measure of financial returns, financial modeling, and creating assessment tools for measuring the financial performance of commercial real estate assets.

**FIN 620 Financial Management****3 Credits*****Prerequisite: FIN 610***

This course is an overview of the principles of financial management. Students review the concepts of raising and investing money; conduct financial statement analysis; apply the time value of money techniques to security valuation; and determine a firm's cost of capital and capital budgeting. Students also discuss managerial topics, which include dividend policy, capital structuring, and working capital management.

**FIN 621 Financial Statement Analysis****3 credits*****Prerequisite: FIN 620***

This course is designed to explore the various methods and techniques used to analyze the financial position and operating results as presented in financial statements. Students will develop their analytical ability by understanding the techniques and skills required of the commercial lender and the professional investor. Students will also be able to assess the financial condition of a company by reviewing the financial statements and applying appropriate analytical tools for interpretation and decision-making purposes. Unusual trends and irregularities of a company's position are also evaluated.

**FIN 622 Advanced Financial Management****3 credits*****Prerequisite: FIN 621***

This course provides an advanced study of select theoretical and practical aspects of corporate finance, with specific applications for financial management professionals. Students will explore capital investment, financing, earnings distribution, and valuation with a view toward measuring and optimizing the performance of the firm. Students will reinforce the foundational concepts and techniques presented via relevant case studies that emphasize practical application of the materials presented.

**FIN 623 Business Valuation****3 Credits*****Prerequisite: FIN 621***

In a collegial learning environment, students will learn valuation methods used by investment bankers, private equity firms, and valuation. Students will learn how to execute the most current valuation approaches and complete a Valuation Report (this is accomplished over several weeks with the instructor's input and feedback). Upon completion of this course, students will have the necessary tools to determine the value of business using the Discounted Cash Flow, Precedent Transactions, Comparable Public Companies, and Asset-based Methods. This course provides students a wide variety of real-world tools to use in future work. This course will also prepare students to complete the peer reviewed report and take the proctored exam to qualify for the Certified Valuation Analyst designation.

**FIN 624 Mergers and Acquisitions****3 Credits*****Prerequisite: FIN 621***

This course will investigate the dynamic nature of the mergers and acquisitions marketplace, with an emphasis on understanding common negotiating points and potential pitfalls that often occur in private sector mergers and acquisitions. The course will also cover merger types and valuation methodology used in the M&A space.

**FIN 625 Risk Management****3 Credits*****Prerequisite: FIN 621***

This course is an examination and analysis of risk management and its application to various forms of insurance. Students learn the basics of life, health, casualty, and disability insurance, as well as the legal aspects of insurance, government regulation, and property and liability contracts to provide them with essential tools for effective risk management. The objective is to provide students with a broad framework for evaluating all types of risk, along with conceptual tools for making risk management decisions rationally and consistently. It is intended for business students from all disciplines, including those who intend to take only one course in risk management and insurance. The course also serves as the

introductory course for students wishing to pursue further studies in the field. The course focuses on the economics of risk, decision-making under uncertainty, and the methods for managing risk. We analyze risk transfer markets in some detail, including issues of moral hazard, adverse selection, and insurance pricing. In addition to learning about risk, students should find themselves challenged. The broader aim is to strengthen critical thinking ability, and grow problem solving and decision making skills.

**FIN 630 Introduction to Banking**

**3 Credits**

**Prerequisite:** FIN 610

In Banking the student will explore how money and credit circulates throughout the banking sector. The course content will examine our financial system as well as the role of banks. Additionally, the course will be an overview of local banks and their role in local business and the community. A broad overview will be given of both business and consumer underwriting, as well as financial statement analysis and overall business health metrics. Students will have an understanding of how banks work and operate, the different products they offer, and how credit decisions are made.

**FIN 631 Commercial Lending**

**3 Credits**

**Prerequisite:** FIN 610

This course will explore commercial lending from a bank's prospective. The student will dive deeper into analyzing both credit worthiness of clients for equipment purchase, owner-occupied, and investment real estate transactions. Students will be introduced to different areas of commercial leading as well such as specialty sectors (i.e. healthcare and community development). The course will also guide the student in having a basic understanding of loan documents and due diligence within the credit decisioning process. At the conclusion of the course, the students will have a firm understanding of the fundamentals of commercial lending.

**FIN 632 Credit Underwriting and Analysis**

**3 Credits**

**Prerequisite:** FIN 610

Throughout Banking the student will have a hands-on approach of assessing creditworthiness of a borrower, creating a credit memo, and presenting a given credit request to a mock credit committee. This course will detail how a commercial loan is approved and put into place. Further, the course content will examine the stages of a new commercial loan from the financing request, structuring, credit approval, and the closing process. Students will be required to complete a final project and presentation that will prepare them for an actual real credit approval as part of their capstone project. The final project and presentation will be a culmination of loan structuring and evaluation and credit approval.

**FIN 633 International Finance**

**3 Credits**

**Prerequisite:** FIN 610

This is an advanced course that focuses on the increased globalization of the world economy. Students examine how multinational corporations mitigate risk from foreign exchange movement, political and sovereign risk, cross border payment repatriation, balance sheet risk as well as, international trade policies such as trade blocs, protectionism, international debtors, cultural preferences, dumping, central banks, and demographics. Students will learn to identify the impact of the N11 and BRIC countries on global business strategies in addition to the impact of foreign exchange rates, balance of payments, multinational enterprises, and direct foreign investment. Financing techniques of multinational companies will be introduced and applied; also the impact of new global regulations such as the Basel agreements and their impact on the cost of cross border financing and the challenges presented by international monetary arrangements are also analyzed to increase the ability to successfully interact in the world. Finally, students will be able to apply financing techniques to constructing international financing transactions.

**FIN 670 Seminar in Financial Topics and Issues**

**3 Credits**

**Prerequisite:** None

This course provides an in-depth coverage of selected topics in the field of finance that are unique, relevant and are presented by qualified subject matter expert faculty.

**FIN 689 Directed Research Study in Finance**

**3 Credits**

**Prerequisite:** None

This course provides students with an opportunity to further develop their research and intellectual skills pertaining to the financial industry. The student, in conjunction with an assigned faculty member, will design a proposal for original research

that will be assessed for mastery of all program learning objectives and that contributes innovative insights that can be applied to the field of finance.

**FIN 690 Finance Simulation 3 Credits**

**Prerequisites:** ACC 510, ECN 600, FIN 611 and FIN 621

This course utilizes simulation software to recreate the dynamic and uncertain nature of private sector markets. Over the course of the semester students will work in a team environment and operate their own company in competitions with other teams. They will be responsible for demonstrating core program competencies that include, but are not limited to, developing strategy, building capital structure, making investment decisions, creating pro-forma financial projections, assessing risk-reward opportunities, and considering the impact of outside events and factors on business results.

**FIN 691 CFA Research Challenge 3 Credits**

**Prerequisites:** ACC 510, ECN 600, FIN 612 and FIN 621

This course provides students with an opportunity to compete as part of a team in an intercollegiate competition through analysis of the appropriate valuation of a publicly traded company as assigned by a regional CFA Institute chapter. The rules and procedures for the competition are available from the CFA Institute.

**FIN 692 ACG Cup Competition 3 Credits**

**Prerequisites:** ACC 510, ECN 600, FIN 611, FIN 623 and FIN 624

This course provides students with an opportunity to compete as part of a team in an intercollegiate competition through the presentation of a case study as assigned by a regional Association for Corporate Growth (“ACG”) chapter. The rules and procedures for the competition are available from ACG.

**FIN 699 Capstone Internship in Finance 3 Credits**

**Prerequisites:** ACC 510, ECN 600, FIN 611 and FIN 621

This course provides students with an opportunity to further develop their applied skills in the financial industry. The student must be employed in a full-time finance position. The student, in conjunction with an assigned faculty member, will design a specific project that will be assessed for mastery of all program learning objectives and that proposes specific actions to positively impact upon the employer’s profitability.

## Information Technology

**IT 305 Business Computing Tools 3 Credits**

**Prerequisite:** None

This course develops skill mastery of the use of computers and business information technology applications. Through a series of business application scenarios, the student demonstrates mastery of contemporary business tools to satisfy the demands of modern business requirements.

**IT 335 Business Driven Technology 3 Credits**

**Prerequisites:** IT 305 and COM 210

This course examines current and developing business information technologies and their potential for satisfying emerging business needs. Students explore the critical role of business information technology in modern business. Topics include fundamentals of systems theory, information technology architecture, technology trends, and business requirement definition. Individually and through teams, students demonstrate proficiency in investigating one or more assigned business s problems, developing a definition, building a business case for business information technology solutions, and planning for effectively communicating with all levels of an organization to achieve support for that case. Students also demonstrate their capability to electronically access library resources.

**IT 402 System Analysis & Design 3 Credits**

**Prerequisite:** None

Modern organizations, large and small, rely on technology to function, survive, and remain competitive. Systems analysis and design is an important step before implementing any technology system. Any mistakes made during the



analysis stage will significantly affect the later stage of the system development. This course provides an introduction to the concepts and techniques of information systems analysis and design (SA&D) that focuses on analysis skills as well as managerial issues with a strong emphasis on requirements gathering and modeling. The course covers techniques used by systems analysts and gives extensive practice with structured methodologies.

**IT 403      Project Management & ITIL Framework      3 Credits**

***Prerequisite: None***

Ideas are a great beginning but success is measured by what gets accomplished. This course provides a solid introduction to the methods, processes, tools and techniques of project and service management. The course will utilize the Project Management Institute Body of Knowledge (PMBOK) and the Information Technology Infrastructure Library (ITIL) framework to educate students on proven techniques to achieve business goals and objects.

**IT 405      Network and Operating Systems      3 Credits**

***Prerequisite: None***

This course will provide an introduction to network and operating systems implementation in an enterprise setting. Students will setup and configure client and server operating systems in a networked environments to provide critical network services in an enterprise environment. Critical infrastructure, setup, maintenance and troubleshooting concepts will be explored for future coursework.

**IT 407      Server Virtualization & Performance Engineering      3 Credits**

***Prerequisite: IT 406***

Servers are the workhorse in delivering technology solutions to the organization. All server solutions are not the same and it is important to understand how to design a server solution to meet the needs of an organization in terms of supporting databases, applications, websites and other services. This course provides a foundation in server performance design and management. As virtualization is a common server design considered and utilized, this course will also provide a deep dive into the design and implementation of virtualization solutions.

**IT 408      Database Design & Development (SQL)      3 Credits**

***Prerequisite: IT 202***

The development of efficient and quality database applications requires an understanding of the fundamentals of database management systems, techniques for the design of databases and principles of database administration. This course introduces the DBMS concepts and database design techniques and principles. The emphasis is on the conceptual database design as well as implementation details. Database security is also a key aspect of this course. Major topics include data modeling, normalization, SQL, database integrity management, database security, transaction management, recovery, troubleshooting and concurrency control.

**IT 410      Principles of Software Engineering      3 Credits**

***Prerequisite: IT 203***

This course examines the elements of software engineering practices, processes, and methodologies. Topics include a discussion of various software development models and methodologies; software design principles and tools; software project management, quality management, and change management. Various aspects of software engineering practices in use in the real-world will be explored. We will draw upon material from various sources as we review and analyze the elements of success and failure in software engineering efforts.

**IT 412      Advanced Programming      3 Credits**

***Prerequisite: IT 410***

This course involves a deeper study of programming and software engineering techniques. of Topics include memory management, design patterns, libraries, object-oriented programming, testing, refactoring, working with files\ databases, application flow, and writing secure code through projects written in a contemporary programming language. The course will also involve the application of secure software development practices throughout the coding process.

**IT 413      Web Development      3 Credits**  
***Prerequisite: IT 410***

This course examines standard and emerging Internet technologies and how they may be leveraged to design and develop web-enabled applications. Topics include best practices for web design, interface development, server-side application code development, APIs and web services. The use of industry standard tools and testing techniques are also integrated throughout the course.

**IT 414      Scripting and Automation      3 Credits**  
***Prerequisite: IT 412***

This course will provide a review of core programming skills and concepts. Students will focus on code control, core competencies of programming and programmatic automation. Advanced programming concepts will be introduced in preparation for cybersecurity and data science concentrations.

**IT 415      Mobile Programming      3 Credits**  
***Prerequisite: IT 412***

This course will provide an exploration of mobile programming skills and concepts. Students will focus on code control and core competencies of mobile programming. Android SDK programming concepts will be explored.

**IT 416      Embedded Linux Programming      3 Credits**  
***Prerequisite: IT 412***

This course will provide a review of core programming skills and concepts within the embedded linux programming space. Students will focus on code control and core competencies of programming within an IoT and embedded Linux hardware environment. Critical Linux hardware and software concepts will be explored.

**IT 417      Fundamentals of Cybersecurity      3 Credits**  
***Prerequisite: IT 204***

In this course students will learn basic information security goals of availability, integrity, accuracy, and confidentiality. The domains of information security as defined by ISC2 will be reviewed including: access control, applications, networks, business continuity, physical security, operational security, governance and risk management and laws and regulations. Identification of exposures and vulnerabilities and appropriate countermeasures are addressed. The importance of appropriate planning and administrative controls will also be discussed.

**IT 419      Ethical Hacking Strategies & Tools      3 Credits**  
***Prerequisite: IT 417***

This course will introduce the student to common attack techniques and mitigating countermeasures. The student will learn to conduct common attacks via theoretical and hands-on approach to Websites, database structures, Internet services, TCP/IP services, people, and other important elements of an organization's infrastructure. In addition to understanding how attacks work, students will be taught how to not only recognize these attacks, but to also defend themselves against such attacks.

**IT 422      Advanced Team-Based Attack/Defend Techniques      3 Credits**  
***Prerequisites: IT 417 and IT 419***

This course is designed to synthesize knowledge of the hacking and counter hacking strategies. In a semester-long project, students will simulate the functioning of a real-world cybersecurity team by actively addressing a variety of security challenges. Each work team will be required to not only prepare offensive attacks and defensive security measures, but also to formally test their proposed countermeasures to ensure accuracy. As a result, this problem-based course also enables students to hone the communication (written and verbal), contribution, and collaboration skills necessary for success as well-rounded security professionals.

**IT 430 Agile Project Management and Scrum****3 Credits*****Prerequisite: IT 402***

Agile has revolutionized the way teams approach development and project management. This course will provide insights and guidance of agile project management. Agile is a methodology or framework that is best used for iterative product and system development. This framework builds on delivering products incrementally and empowering teams while involving customers and key stakeholders throughout the process. This framework ensures that teams have significant information as it appears – before it is too late, because responding to changes late in development is more difficult and costly. This course will examine the basic principles of the agile framework as well as the use of the Scrum methodology for agile product or software development. Scrum is an iterative and incremental agile software development framework for managing product development. Scrum allows the project team to put the product manager in charge of delivering the value that the customers want.

**IT 431 Risk Management and Governance****3 Credits*****Prerequisite: IT 402***

This course will introduce students to risk management and governance. Organizations and institutions relying on digital technology must manage risk effectively. Students will explore definitions, strategies and tactics for risk management in a technical environments.

**IT 440 Cloud Infrastructure****3 Credits*****Prerequisite: IT 407***

This course will provide an introduction to cloud based infrastructures. Students will explore and learn critical strategies to securely deploy, maintain and troubleshoot cloud based infrastructure. Amazon Web Services (AWS) and Microsoft Azure deployments will be explored. Infrastructure concepts explored in IT XXX Network Implementation and Operating Systems and IT 407 Server Virtualization and Optimization will be extended to AWS and Azure.

**IT 450 Fundamentals of Automotive Cybersecurity****3 Credits*****Prerequisite: IT 419***

This course provides background on relevant vehicle standards and best practices related to cybersecurity. It also provides an introduction to relevant engineering elements of vehicles and an examination of potential cybersecurity vulnerabilities of those elements. This course culminates with the creation of a penetration test plan for examining cybersecurity vulnerabilities in order to recommend potential remediation of those identified vulnerabilities.

**IT 451 Automotive Network Strategies, Tools, and Techniques****3 Credits*****Prerequisite: IT 450***

This course exposes students to core vehicle communication protocols. Students build on their understanding of vehicle systems through hands on exposure to the CANBus. Students will learn to connect to, communicate on, and analyze traffic from a vehicle network. Students demonstrate their knowledge and mastery of the CANBus through a midterm and final project.

Students will extend their understanding of vehicle systems, engineering concepts associated with vehicle systems, electronics, electronic control units and base communication technologies.

**IT 452 Connected Automotive Ecosystems and Attack Surfaces****3 Credits*****Prerequisite: IT 451***

This course expands students' knowledge through the exploration of vehicle wireless technologies, electronic control units, in-vehicle infotainment systems, telematics, vehicle-to-vehicle and vehicle-to-infrastructure communications. Students learn to perform vehicle threat analysis through hands-on projects. This course culminates with the creation of a penetration test plan for examining cybersecurity vulnerabilities in order to recommend potential remediation of those identified vulnerabilities.

Students will expand their understanding of vehicle systems, engineering concepts associated with vehicle systems, electronics, electronic control units and vehicle communication technologies.

**IT 453      Advanced Automotive Penetration Testing and Threat analysis      3 Credits**

***Prerequisite: IT 452***

Students are exposed to software and hardware reverse engineering, along with automotive threat and malware analysis. This course culminates a series of hands on projects where students demonstrate the knowledge and skills gained across all four automotive cybersecurity classes.

Students extend their knowledge of reverse engineering, and demonstrate their understanding of vehicle systems, engineering concepts associated with vehicle systems, electronics, electronic control units and base communication technologies.

**IT 460      Digital and Network Forensics      3 Credits**

***Prerequisite: IT 417***

This course will introduce students to the scientific principles and methods of forensic science associated with the digital space. Students will gain critical understandings of hardware and software relationships to cyber forensics. This course relies heavily on students synthesizing the subject matter through hands on labs and a “real life” forensic exam for the final project.

**IT 461      Security Operations and Awareness      3 Credits**

***Prerequisite: IT 417***

This course will introduce students to the primary concepts of security operations and monitoring in an organizational environment. The student will gain critical understandings of security operations centers (SOC), along with SOC’s pivotal role in organizational security posturing. Students will gain an understanding of security education and posturing with non-technical roles.

**IT 462      Securing Cyber Physical Systems      3 Credits**

***Prerequisite: IT 417***

This course will introduce students to cyber physical systems, including: power systems, transportation systems, Internet of Things technologies, and other physical control-based systems. Students will gain an understanding of design, defense and assessment of cyber physical systems.

**IT 463      Cryptography      3 Credits**

***Prerequisite: IT 417***

Modern cryptographic algorithms and techniques underpin many of the tools, programs, and devices used to provide security in today’s organizations. In this course, students will get an in-depth look at the building blocks of cryptographic algorithms, utilize modern ciphers through practical exercises, discuss current issues around cryptography, and gain a deep understanding of how cryptography is used to ensure the confidentiality, integrity, availability, and non-repudiation of organizational information. Symmetric, asymmetric, and un-keyed algorithm will be explored, as well as practical attacks and defenses applicable to cryptographic keys.

**IT 483      Directed Study in Information Technology      3 Credits**

***Prerequisite: Written permission of the department chair. Students may elect to investigate a topic not otherwise included in their curriculum as a directed study. Students may choose from 1-3 hours of elective credit.***

A directed study may only be used to substitute for required coursework with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

**IT 490 Internship 3 Credits**

**Prerequisite: Minimum of 21 credit hours completed in residence at Walsh**

Students will participate in an internship which provides them an opportunity to utilize skills and knowledge they have learned in their coursework.

**IT 499 Collaborative Business Systems (Capstone) 3 Credits**

**Prerequisite: Minimum of 36 credit hours completed in residence at Walsh**

The Capstone course provides the opportunity for integrating program learning within a project framework. Each student identifies or defines a professionally relevant need to be addressed that represents an opportunity to assimilate, integrate, or extend learning derived through the program. The student will work with the Capstone Project Advisor to develop a proposal. After review and approval by the Capstone Project Advisor, the student is authorized to complete the project. The student presents the completed project at a Capstone Fair at the end of the semester.

**IT 501 Systems Analysis 3 Credits**

**Prerequisite: None**

As technology evolves as does the methodology for the support and development of operational activities to manage the many unique characteristics of processing environments. This course will provide the introduction into the information technology governance, business process and development methodologies to allow our students to be an effective liaison between technology and business. This course covers modeling, requirements gathering as well as high level understanding of the many technology components to support the enterprise.

**IT 502 Leadership for Technology Professional 3 Credits**

**Prerequisite: None**

This course will explore leadership perspectives, techniques, and concepts for technically based professionals. Technical leaders will explore the importance of context when operating with non-technical staff. Technical leaders will also explore critical elements of leadership, ownership, and humility for effective leadership.

**IT 505 Governance, Risk and Compliance 3 Credits**

**Prerequisite: IT 501 (may be taken concurrently)**

This course examines the triad of Governance, Risk and Compliance (GRC) as an essential framework for the management of information technology with business. Governance describes the overall management approach through which senior executives direct and control the entire organization. IT Governance is part of overall governance and focused on determining how best to use technology to support business goals. Risk management comprises a set of processes, tools and techniques to assist the organization in identifying and prioritizing its key assets, identifying risks, qualitatively and quantitatively assessing those risks, and determine mitigation strategies. Compliance refers to the responsibility of organizations and their technology departments to comply with internal and external requirements. Topics include governance and risk frameworks, legal and regulatory requirements such as SOX, HIPAA, FERPA, FISMA, NERC, FERC, BASEL II, ISO and PCI.

**IT 506 IT Leadership and Strategy 3 Credits**

**Prerequisite: IT 501 (may be taken concurrently)**

This course focuses on the skills and knowledge to guide an organization in its best use of technology to achieve its business goals and objectives. Although technical knowledge and skills are essential for technology professionals, this course focuses on the development of more general leadership skills. The ability to communicate with a broad set of stakeholders is essential and this course will offer exercises in skills such as negotiation, persuasion, agility, coaching and facilitation through case studies, role playing and simulation. Technology leaders must also understand the elements of developing and implementing an overall IT Strategy for the organization. This course will review the various levels of strategy and how strategy is implemented through tactical and operational plans.

**IT 510 Cybersecurity Strategies and Tactics****3 Credits****Prerequisite: None**

In this course students will learn basic information security goals of availability, integrity, accuracy, and confidentiality. Identification of exposures and vulnerabilities and appropriate countermeasures are addressed. Critical application of security strategies and tactics will be explored through hands on exercises.

**IT 511 Threats, Vulnerabilities, Controls and Countermeasures****3 Credits****Prerequisite: IT 510**

Organizations are under constant threats from malicious attackers internal and external to the organization. In order to respond and defend the organization against these attacks security professionals must have the knowledge and skills to assess cybersecurity threats and vulnerabilities and recommend and implements appropriate controls and countermeasures. This course will prepare cybersecurity incident handlers to manage security incidents by understanding common attack techniques, vectors and tools as well as defending against and/or responding to such attacks when they occur. This course will provide students with the foundation to prepare to take the GCIH (GAIC Certified Incident Handler) certification which focuses on detecting, responding, and resolving computer security incidents.

**IT 512 Intelligence Analysis Tools and Techniques****3 Credits****Prerequisite: None**

Intelligence analysis is the process of generating intelligence from data and information using a variety of tools, techniques and resources that will be reviewed and applied throughout the course. This course will prepare a student to participate in intelligence gathering and analysis in a diverse environment on a variety of significant issues related to cybersecurity.

**IT 520 Information Technology****3 Credits****Prerequisites: None; BAC and BBA: IT 305 and COM 210**

One of the most important skills a business leader needs to have concerning technology involves effective decision making and governance. This class will consist of a case study approach presenting different scenarios that require decisions to be made on technology issues that are relevant to today's business environment. Students will develop the skills for understanding the components and elements of these technology decisions, and assess associated risks. This course will draw upon a cross section of technology, finance, security, project management, leadership, and other aspects of effective decision making.

**IT 530 SQL and Databases****3 Credits****Prerequisite: None**

The development of efficient and quality database applications requires an understanding of the fundamentals of database management systems, techniques for the design of databases and principles of database administration. This course introduces SQL queries, DBMS concepts, database design techniques and principles. Database security is also a key aspect of this course. Major topics include data modeling, normalization, SQL, database integrity management, database security, transaction management, recovery, and troubleshooting and concurrency control.

**IT 531 Network Fundamentals****3 Credits****Prerequisite: None**

This course will provide an introduction to networks. Students will explore critical networking concepts in an enterprise environment. Networking design, security, implementation and remote connectivity will be explored through hands on labs and assessment.

**IT 532      Operating Systems and Virtualization      3 Credits**

**Prerequisites:** *IT 530 and IT 531*

This course will provide an introduction to operating systems implementation in an enterprise setting. Students will setup and configure client and server operating systems in a networked environments to provide critical network services in an enterprise environment. Critical infrastructure, setup, maintenance and troubleshooting concepts will be explored for future coursework.

**IT 533      Programming I      3 Credits**

**Prerequisite:** *IT 530*

This course will provide a review of core programming skills and concepts. Students will focus on code control and core competencies of programming. Intermediate programming concepts will be introduced in preparation for future programming classes.

**IT 534      Programming II      3 Credits**

**Prerequisite:** *IT 533*

This course will provide a review of core programming skills and concepts. Students will focus on code control, core competencies of programming and programmatic automation. Advanced programming concepts will be introduced in preparation for cybersecurity and data science concentrations.

**IT 535      Information Technology and Innovation      3 Credits**

**Prerequisite:** *MGT 502 (allowed concurrent with MGT 502)*

This course will explore the role technology plays in organizations today, particularly the ways we acquire, process, store, and disseminate information. It will focus upon the value of organizational information and networked connectivity in today's organizations, and in the differentiation offered through innovation and creativity. Students will acquire knowledge of essential IT practices and procedures such as: information security plans, information management procedures, RFP and vendor selection processes, e-business, disaster recovery and business continuity planning. Select project management methodologies will be introduced, as well as various project selection and prioritization processes. Innovative technologies such as mobile and sensor technologies will be framed in the context of business differentiation and opportunity. Finally, the disruptive nature of technology will be evaluated along with other emerging technologies that will impact organizations in the future.

**IT 536      Digital Forensics      3 Credits**

**Prerequisite:** *IT 510*

*This course will introduce students to the scientific principles and methods of forensic science associated with the digital space. Students will gain critical understandings of hardware and software relationships to cyber forensics and incident response. This course relies heavily on students synthesizing the subject matter through hands on labs and a "real life" forensic exam for the final project.*

**IT 537      Cryptography      3 Credits**

**Prerequisites:** *IT 534 and IT 565*

This class will focus on the various methods of encryption and other cryptographic tools and processes. It will also explain cryptographic analysis techniques, and provide the student with insight into the history of cryptography.

**IT 538      Cyber Physical Systems      3 Credits**

**Prerequisite:** *IT 510*

This course will introduce students to cyber physical systems, including: power systems, transportation systems, Internet of Things technologies, and other physical control based systems. Students will gain an understanding of design, defense and assessment of cyber physical systems. NIST Frameworks for cyber-physical systems will be reviewed.

**IT 540 Introduction to Data Science 3 Credits**

**Prerequisites:** MSIT: IT 530 and IT 534; MAC.W: QM 520

Data is the core asset of organizations in all domains. Managing that data and extracting actionable results is key to business survival and success. This course introduces the student to the field of data science. It provides an interdisciplinary overview of the various domains integrated into data science including business acumen, quantitative analysis, data storage and retrieval technologies, visualization and presentation methodologies.

**IT 541 SQL and Dimensional Data Analytics 3 Credits**

**Prerequisite:** None

This course provides an overview of data analysis techniques utilized to explore data in SQL and dimensional (data warehouse) databases. The course will introduce database concepts on the design of database repositories and the fundamentals of database querying. Business intelligence and data analytic techniques will be introduced to demonstrate the exploring and extraction of information from datasets stores in SQL and dimensional data bases.

**IT 542 Big Data Analytics 3 Credits**

**Prerequisite:** None

The course introduces students to the distributed file system data repository utilized for Big Data collection, storage and querying. This course begins with a discussion of big data and how it is differentiated from traditional data repositories. Students will examine the data file structure and the tools and techniques used to organize, explore, extract and analyze data sets. Students will be introduced to the Hadoop data structure and the associated tools including MapReduce, Pig and other supplemental tools. Students will employ big data analysis techniques on real world case studies.

**IT 544 Data Visualization and Predictive Modeling 3 Credits**

**Prerequisite:** None

The goal of this course is to expose students to visual representation methods and techniques that increase the understanding of complex data. Students will learn how to take raw data, extract meaningful information, use statistical tools, and make visualizations to improve comprehension, communication, and decision making.

**IT 545 Programming for Data Analysis 3 Credits**

**Prerequisites:** IT 530 and IT 534

This course provides an introduction to a modern programming language that allows statistical queries to be incorporated in programmed data queries. Students will learn basic syntax and techniques and will incorporate that knowledge into statistical programming and reporting.

**IT 551 Project Management Fundamentals 3 Credits**

**Prerequisites:** MSIT and MSITL: IT 501 (may be taken concurrently); Dual MBA/MSITL and GPM Certificate: None

This course will provide insights, guidance, and best practices on the art and science of project management. The course will examine the foundations of project management. The course will include a review of the various aspects of the project management lifecycle and knowledge areas and use resources such as the Project Management Body of Knowledge (PMBOK) course textbook, and case studies to support discussions. The class will learn to apply project management techniques and skills through project team and individual activities in the preparation of project management plans covering various topics. The course will also introduce project management career paths and provide a basic introduction to alternate project management models such as agile project management.

**IT 552 Project Program and Portfolio Management 3 Credits**

**Prerequisite:** IT 551

The course will build on project and portfolio fundamentals to explore two areas in more detail: Communication and Financial Management. This course will take an in-depth look at technology focused financial management and



communication techniques and best practices including the preparation and interpretation of financial statement and records, communication with stakeholders, vendor management, and team facilitation. This course will also review the processes and deliverables involved in the financial management of technology efforts throughout its lifecycle from initiation to decommission including cost estimation, budgeting, and cost monitoring and control.

**IT 553 Product Program and Portfolio Management**

**3 Credits**

***Prerequisite: IT 551***

Organizations are continually competing for market share through the development and delivery of innovative products and services. This course will review the four phases of product and program management including: preparing, starting, progressing, and achieving. This course will also review the skills of product and program managers which include facilitation and leadership, project management, business and financial analysis, and the integration of various functions drawn from internal and external resources. The design and delivery of innovative products is the key to business success and this course will also review the framework for managing innovation within an organization.

**IT 554 Agile Project Management**

**3 Credits**

***Prerequisite: None***

This course will provide insights, guidance and best practices on the art and science of agile project management. It will examine the basic principles and mindset behind managing agile projects. Agile has revolutionized the way teams approach software development and project management, but with dozens of agile approaches to choose from, the decision to “go agile” can be tricky. This course helps sort it all out by defining the various agile approaches, tools and techniques, as well as focusing on changing the team’s mindset and “think agile.” The PMI-ACP Exam Prep book outlines this material by breaking it down into seven domains, as well as the agile tools & techniques (T&Ts) and knowledge & skills (K&Ss).

**IT 555 Global Project leadership**

**3 Credits**

***Prerequisite: IT 551***

With the increasing trend for outsourcing, off-shoring and globalization, many organizations are taking advantage of geographically distributed skills, round-the-clock operations and virtual teams. Since the organization structures and project management methodologies are not adapted to a multicultural environment, many companies struggle to obtain acceptable levels of efficiency and quality from global projects. This course provides a comprehensive framework of good practices on global project management; it is primarily directed at project managers, program managers, and project office members involved in the preparation and application of project management methodologies in global environments.

It also demonstrates the main challenges faced by global project managers and define ways to apply tools, techniques and best practices to improve productivity, increase the quality of deliverables, and provide recommendations for smooth communication with people located in diverse, multicultural, and multilingual countries located in different time zones.

**IT 565 Fundamentals of Cybersecurity**

**3 Credits**

***Prerequisites: IT 501 (may be taken concurrently); Dual MBA/MSITL: None***

An exploration of the components of a comprehensive information systems security plan including such critical areas as planning and administration of security, the security program, access control and network security measures, Internet and e-commerce security issues, physical protection of computing facilities, and the legal and regulatory aspects of information security. Students will learn how to protect an organization from computer crime and potentially malicious behavior, and to ensure confidentiality, availability and data integrity through several hands-on case studies. Students will review the ten domains ISC2.

**IT 566 Security Program Management****3 Credits*****Prerequisite: IT 565***

It is important that security is viewed as an integral part of all aspects of the business. To that end, this course will review the strategies and processes needed to build an overall security program and infrastructure to protect the business assets. This course will emphasize the need for policy development and related practices, procedures, monitoring strategies, and enforcement. Metrics are an essential part of measuring the ability of an organization to meet its goals and IT security metrics will be reviewed and evaluated in detail in this course.

**IT 567 Business Continuity, Resilience, and Crisis Management****3 Credits*****Prerequisite: IT 565***

Information security systems are only as good as their weakest link. The threats facing an organization can come from malicious attacks, mistakes, and acts of nature. As the dependence on technology grows, the need for planning on how an organization can recover quickly from interruptions is an essential role for technology leaders. This course will focus on the processes, tools and techniques needed to provide for business continuity and recovery in the event of an outage. It is important that technology leaders prepare for these types of interruptions and build resilience and redundancy into their systems. This course will review the various methods to achieve a resilient security posture. Lastly, when a crisis occurs the first reaction is often chaos. This course will introduce students to the fundamentals of crisis management to assist the organization in an organized, thoughtful, and well-prepared response to unexpected events which includes ensuring the safety and security of employees and communications with the external environment.

**IT 575 Network and Enterprise Architecture****3 Credits*****Prerequisite: IT 501***

This course will provide a management focus on insights, guidance, and best practices on the role of enterprise architecture and integration in building an effective technology infrastructure. The strategies that are involved in integrating multiple platforms, processes applications, domains, and technology tools will be discussed. The importance of understanding the business requirements will be presented along with tools and techniques to accurately collect and define those requirements. The use of Business Process Modeling (BPM) techniques will be presented as a method of designing and documenting an integrated technology architecture and management strategy.

**IT 599 Capstone****3 Credits*****Prerequisite: Completion of a minimum of 30 credit hours in the MSIT program***

The Capstone Project provides the opportunity for integrating program learning within a project framework. Each student identifies or defines a professionally relevant need to be addressed that represents an opportunity to assimilate, integrate, or extend learning derived through the program. The student will work with the Capstone Project Advisor to develop a proposal. After review and approval by the Capstone Project Advisor, the student is authorized to complete the project. The student presents the completed project at a Capstone Fair at the end of the semester.

## Management

**MGT 201 Principles of Management****3 Credits*****Prerequisite: None***

This course introduces the fundamental principles of management and traces its development from classical beginnings to its present concepts and styles. Students discuss current management practices and future trends, and review applicability of management skills to all businesses and professions.

**MGT 303 Behavioral Management****3 Credits*****Prerequisite: MGT 201***

This course explores individual and group workplace behavior in a dynamic and rapidly changing environment. Students analyze the cause and effect of behavior and interrelationships between people in their roles within organizational settings. Students also discuss strategies for effective relationships and productive responses to change.

**MGT 402 Business Ethics and Legal Issues****3 Credits*****Prerequisite: None***

This course examines the principles of ethical leadership in today's highly interconnected global economy. Students will address the theoretical and practical issues that face organizations and leaders today as they work to address issues of organization, citizenship, and global sustainability. This course also explores the legal environment of business, specifically addressing the issues most critical for small business management and success.

**MGT 403 Introduction to Financial Management****3 Credits*****Prerequisite: None***

This course provides an overview of the nature and scope of organizational financial management. Students will explore the accounting process to provide the foundation for creating financial statements. In addition, students will gain knowledge of the variety of financial concepts used for analysis, planning and decision-making. Topics include an overview of capital budgeting; cost of capital; financial planning and forecasting; and working capital management.

**MGT 404 Human Resource Management****3 Credits*****Prerequisite: MGT 201***

This course examines the managing and interrelating of people within an organization. Students discuss the process of selecting people to meet job requirements; responsibility for improving both the capabilities of people to perform their roles and their responsiveness to the needs of the organization; and how to develop efficient managers.

**MGT 405 Management and Labor Relations****3 Credits*****Prerequisite: MGT 404***

This course examines the framework of management and labor relations. Students review the collective bargaining process; key issues in management; labor relations; negotiation of the management-union contract; and performance issues.

**MGT 410 Production and Operations Management****3 Credits*****Prerequisites: MGT 303 and QM 301***

In this course, students will become familiar with the tools used by the production and operations functions within a business. Students apply the systems approach to understanding various sub-functions of the production system, including interrelationships among the subsystems. Students review production concepts and productivity management, plus related topics such as production planning; process planning; capacity planning; facility planning; material requirement planning; inventory control work; quality control; and maintenance.

**MGT 453 Organizational Leadership****3 Credits*****Prerequisites: COM 320 and MGT 303***

This course explores the leadership of modern organizations. Students assess historical and contemporary theories of leadership, and the relationships between the leaders and followers within an organization. Students also discuss the effectiveness of various leadership styles, as well as a leader's impact on organizational structure, culture, decision-making processes, communications, and goal attainment.

**MGT 454 Project Management****3 Credits****Prerequisite: COM 320**

The success of an organization can be aided by the application of strong project management practices. This course will introduce the theories of project management, the project management lifecycle, and the practical tools and techniques that help to manage a project from its initiation to its close. A strong focus on communication and project control will be emphasized. Concepts can be applied to existing organizations as well as to entrepreneurial initiatives.

**MGT 457 Global Management****3 Credits****Prerequisite: MGT 303**

This course provides for a critical examination, evaluation and discussion of the cultural, political, and economic issues driving global change. The course also explores the historical forces that have created the connected global environment and the impact that interconnectedness has had on people's lives in the 21st century. Students will investigate and discuss the benefits and challenges of the global issues affecting human beings as well as business sectors throughout the world. A primary goal of this course is to encourage and support students' increased analytical awareness of the evolving forces responsible for global social and economic change and to recognize the complexity of modern global relationships, which transform not only business environments but personal lives as well.

**MGT 461 Business Strategy and Policy (Capstone)****3 Credits****Prerequisite: Minimum of 39 credit hours completed in residence at Walsh**

This capstone course enables the student to apply the tools and analytical skills for planning and controlling the operations of a business. Through the analysis of cases, the student will design strategies, formulate policies, and solve managerial problems. The student will also evaluate corporate missions, objectives, strategies, tactics, policies, and execution while considering the ethical implications of those actions.

**MGT 462 Diversity and Inclusion****3 Credits****Prerequisite: MGT 303**

This course is designed to explore and examine the world of work as seen through a multicultural lens. Special emphasis will be placed on the forces of change that have created a dynamic, multicultural, and socially diverse workforce. In addition, an exploration of how the interplay of economics, legislation, politics, consumerism and organizational complexity have created not only opportunities but also challenges for the equitable treatment of all employees. A theme-dominated approach will be used to synthesize broad topics into manageable content and provide the student with a framework in which to critically analyze each topic area.

**MGT 463 Managing Technology as a Strategic Resource****3 Credits****Prerequisites: IT 335, MGT 303**

Building on students' knowledge of the role of information technology in modern business, this course will explore the management of technology as a strategic resource. In the 21st century, managers must be able to identify business trends, scan the horizon for new technologies, and analyze the implications of that technology – positive and negative – on the organization. As a result, to be effective managers must be able to not only select and employ the most effective technology solutions to increase organizational efficiency and effectiveness but also to create a culture of innovation to foster intrapreneurship within the organization. Students will become conversant in the language of business technology and demonstrate their ability to analyze and develop strategies for business success through the application of emerging technologies.

**MGT 464 Strategic Management for Small Business 3 Credits**

**Prerequisites:** COM 320, MGT 402, MGT 403 and MGT 404

In this course, students learn to think about businesses as entities within a larger context. This context is critical as an organization must effectively interact with and continuously adapt to both the competition and the environment. Students will develop an understanding of the value of clearly defining a business, positioning it appropriately within its context, and equipping it so that it can thrive into the future. Students will use this knowledge to construct a strategic plan for their own or another small business.

**MGT 465 Supply Chain Management 3 Credits**

**Prerequisites:** COM 320 and MGT 403

Supply chain management is the strategic and systemic coordination of the business functions that support organizational operations. With a focus on improving organizational performance over the long-term, organizations must manage all of the critical functions involved including inventory management, warehousing, distribution, facility location and communication across the chain. This course focuses on management and improvement of supply chain processes and performance. Students will explore techniques to analyze various aspects of the flow of products and materials upstream and downstream.

**MGT 469 Applied Management Capstone 3 Credits**

**Prerequisites:** Completion of a minimum of 110 credit hours and MGT 453, MGT 465 and TAX 490

This course is designed to integrate and synthesize the conceptual content of the Bachelor of Science in Applied Management (BSAM) program. Utilizing a virtual simulation, students will assume the role of senior manager and therefore the responsibility to solve long and short-term business problems, make decisions that impact the organization's financial, operational and strategic well-being as well as practice communicating these decisions across the organization. As a result, students will gain the experience of leading all aspects of a business.

**MGT 471 Small Business Management 3 Credits**

**Prerequisite:** MGT 303

This course focuses on the general concepts of small business. Students examine credit practices, franchising, location, inventory, and other topics particularly crucial in a small business setting. The case method approach is emphasized in this course.

**MGT 483 Directed Study in Management 3 Credits**

**Prerequisite:** Written permission of the department chair

This course is designed to allow the student an opportunity to investigate a management topic not otherwise studied in the curriculum. The directed study can be approved for 1, 2, or 3 semester hours of credit. Students must initiate the request to pursue a directed study through the Admissions and Academic Advising office. Students are limited to no more than 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

**MGT 488 Management Internship 3-9 Credits**

**Prerequisites:** MGT 303; Student must have written permission of department chair. Students must have a minimum GPA of 3.000

This course provides the student with an opportunity to further develop their practical knowledge of management. Students will conduct an internship for credit and up to 40 hours of weekly work assignments. BBA Management students are allowed a maximum of 9 credit hours in internship courses toward graduation requirements.

**MGT 502 Foundations for Business Success 3 Credits**

**Prerequisite:** None

This course is required for non-business undergraduate applicants admitted into the Master of Arts in Business degree program. It will provide fundamental concepts across a comprehensive set of business disciplines. Its intent is to ensure

the student a successful transition to the graduate-level Master of Arts in Business. This course is fully online and is comprised of different learning modules, of which students will be evaluated. Each module covers a specific business discipline: Accounting, Business Law, Business Policies, Economics, Ethics, Finance, Global Business, Information Technology, Management, Marketing, and Statistics.

**MGT 503 Human Resource Management and Organizational Behavior 3 Credits**

***Prerequisites: MGT 502 (allowed concurrent). Must be taken within first 9 semester credit hours***

As socio-technical systems, organizations are comprised of not only the techniques, tools, and systems that support the work but also the components that provide the structure to accomplish that work. In addition, the knowledge, skills, and behaviors of the people who perform the organization's work also play a critical role in the economic performance of the firm. This course provides students with the solid grounding in the business concepts and terminology necessary for success in the Master of Arts in Business program. This foundation is achieved by exploring the historical and contemporary theories, practices, and realities of individuals, groups and teams, as well as the tools and structures necessary to achieve optimal organizational performance of the organization as a whole in the dynamic twenty-first century.

**MGT 539 Project and Program Management 3 Credits**

***Prerequisites: COM 525, MGT 502, and MGT 503***

Successful organizations reach their goals through the application of project and program management processes. Project management focuses on shorter-term tasks, timelines and goals of a project. Program management involves strategic, corporate execution at a senior level, generally with larger scale impact to company finances and business goal achievement. Students will explore both project and program management and acquire the skills to manage smaller project initiatives as well as oversee program management endeavors. Concepts can be applied to existing organizations as well as to entrepreneurial initiatives.

**MGT 540 Strategic Planning for Businesses and Entrepreneurs 3 Credits**

***Prerequisite: Must have 21 semester credit hours completed in residence at Walsh***

Business organizations are consciously created, deliberately structured entities. In the complex, competitive, and dynamic marketplace of the twenty-first century, managers need to address and solve problems at both the organizational and the individual level. This problem-based, active learning course is designed to enable students to focus on not only acquiring the knowledge and skills necessary to recognize, interpret, and solve these issues, but also to develop the critical, reflective, and entrepreneurial thinking necessary to act as a change agent.

Using case-based scenarios, students will examine the elements of an organizations' system, its current position within that system, and the decisions necessary to generate a competitive advantage. Concepts will be applied to existing organizations as well as to entrepreneurial endeavors.

**MGT 546 Organizations as Complex Adaptive Systems 3 Credits**

***Prerequisite: MGT 600***

This course surveys systems, complexity, and organizational theories as a basis for understanding the organization and its environment. It then investigates the implications of these theories for the effective management and leadership of contemporary organizations. Using this foundation, students develop management and leadership approaches appropriate to the complex nature of the organization and its environment. Individual and organizational resilience in the face of complexity is explored.

**MGT 547 Strategic Management of Human, Structural, and Relationship Capital 3 Credits**

***Prerequisite: MGT 546***

This course addresses the importance of intangible assets is justified by examining the broader changes in societies and economies in the past and through to the current unique dynamics of the knowledge age. The management of the strategic resources of the organization, with a focus on the intangible human, structural, and relationship capital, are

explored. Human, structural, and relationship capital are then investigated in depth as critical means for achieving competitive advantage in the current environment.

**MGT 548 Strategic Management of Knowledge and Innovation 3 Credits**

***Prerequisite: MGT 547***

This course examines the generation of organizational knowledge and how that asset can be leveraged to help the organization innovate, adapt and create a competitive advantage. The dynamic learning processes of individuals, groups, and entire organizations are studied, illuminating the role of learning in the strategic management of the firm. The contemporary literature on innovation theory is surveyed, as are the organizational practices that facilitate innovation.

**MGT 555 Global Human Resource Management 3 Credits**

***Prerequisite: None***

This course focuses on the overall Human Resource function. How organizations acquire, develop and retain an effective workforce will be explored; developing skills in managing employees rather than on training personnel specialists. Topics include requirements analysis, designing work for individuals and teams, selection and training, compensation and recognition, organization development and health, safety and security. Additionally, consideration is given to employee/labor relations, diversity, and the contracting of employees and employee services in a global environment.

**MGT 557 Labor Relations 3 Credits**

***Prerequisite: MGT 555***

This course deals with developing and maintaining effective management-labor relationships. Students become familiar with the history and trends of the labor movement, collective bargaining unit, grievance resolution, and employee involvement in company management.

**MGT 558 Managing Employee Development and Training 3 Credits**

***Prerequisite: MGT 555***

Assessing employee and training strategies from a management perspective are explored in this course. Students focus on the development of an organization training strategy through innovation, needs analysis, training design, and program evaluation. The course also surveys training methodologies, instructional design, and e-training and related technologies for effective management of programs.

**MGT 559 Managing Total Compensation 3 Credits**

***Prerequisite: MGT 555***

This course is designed to review the importance of total compensation in today's business environment. The course content will focus on management's role in administering equitable, incentive-based compensation practices and plans and employee benefits programs. Students will have the opportunity to explore contemporary approaches to total compensation, including topics such as performance-based pay practices; job analysis and evaluation; internal consistency and external competitiveness; salary surveys; incentive systems; performance appraisals; and benefits programs. Discussion of relevant regulatory practices, laws, and the importance of strategic compensation will also be covered. Students completing the course will be expected to have acquired an understanding of how total compensation influences employee motivation and productivity.

**MGT 595 Study Abroad 3 Credits**

***Prerequisite: Written permission of the department chair***

The Walsh Study Abroad course offers students an opportunity to study and travel in countries around the world. Students are able to experience new cultures in a unique learning environment. Destinations and course specifics will vary. Please refer to the current course registration packet for available options.

**MGT 600 Organizational Behavior and Leadership****3 Credits*****Prerequisite: None***

This course explores the knowledge and skills necessary for leading and managing organizations. Expanding from foundational understandings of individual and group behavior, students will analyze the components of effective leadership. Applying a systems-based perspective, students will also investigate their own leadership potential as they evaluate the functions, roles, methodologies, and skills involved in leading and managing contemporary organizations.

**MGT 601 Design Thinking****3 Credits*****Prerequisite: MGT 600***

The course emphasizes the practice of design thinking to address complex problems. This process involves not only identifying complex problems, creatively articulating the issues and pain points that surround those problems, and then iteratively seeking unique solutions that positively affect the organization and all its stakeholders. Through this process, students gain a deeper understanding of the organization as a complex system, as well as an appreciation for the cultural characteristics that recognizes the contributions of all organizational members.

**MGT 602 Leading to Engage Critical Stakeholders****3 Credits*****Prerequisite: None***

Critical stakeholders are groups who have a direct relationship with the success of other organizations. This course will examine the unique relationship between global organizations and their influence on domestic, regional and local organizations that depend on their global success in order to advance their own products or services. From the global supplier to the end customer, critical stakeholders are an essential component of the business cycle.

**MGT 603 Evidence-Based Decision Making****3 Credits*****Prerequisite: None***

This course examines the social and cognitive processes of leaders in their organizational decision making roles, including decision diagnosis, selection of action, and implementation. How leaders may shape the designing-making context is explored. When and how to best involve other organizational members in decision-making is also considered. Students will learn approaches to locating, evaluating, and utilizing appropriate research to inform the decision-making process.

**MGT 604 Leading Organizational Change****3 Credits*****Prerequisite: MGT 600***

This course subsumes traditional theories of organizational development and change within the strategic management process. In doing so, it makes the case that creation of organization-wide systems designed to increase inclusion in the strategic management process may bring about learning, adaptations, strategic renewal of the organization, and indirect change better than traditional interventions by managers and consultants for direct change. The course reviews the current literature relevant to strategic renewal, draws upon the approach presented in the previous courses of the track, and both includes and critiques the insights of the traditional organizational development and change literature. Professors will guide students through a living case study that will propose the broad redesign of an organization's strategic management process, including its management and information systems, so that its structures will be aligned with its strategic management process.

**MGT 606 Communication Strategies for Contemporary Organizations****3 Credits*****Prerequisite: MGT 602***

This course explores the communication competencies required of effective leaders in today's organizations. Students expand their knowledge of the core communication skills required to guide an organization's teams, create organizational visions, spearhead change, and engage stakeholders both inside of and external to the organization. Special attention is given to the use of emotional intelligence in communication as a mechanism not only to connect at the human level but also across an organization.



**MGT 607 Building and Leading a Learning Organization****3 Credits****Prerequisite: MGT 600**

This course surveys the literature on organizational learning and explores the applications to increase performance. In the dynamic 21st century, organizations are challenged to remain relevant and an organization's leaders and managers are charged with not only determining the steps necessary to create and maintain a competitive advantage but also to ensure that the mistakes of the past are not repeated. Students will explore the essential managerial and leadership roles necessary to create and maintain a learning organization by examining the implications of the organizational structure, processes, and culture.

**MGT 610 Human Resource Management Capstone****3 Credits****Prerequisites: MGT 557, MGT 558 and MGT 559**

This capstone course in the HRM Specialization integrates all aspects of human resource management principles, theories, and current practices to apply, synthesize and integrate the body of knowledge required in six areas required for Certification in Professional Human Resources (PHR) and Senior Human Resources (SPHR) by the Human Resource Certificate Institute (HRCI) of the Society for Human Resource Management (SHRM). Students apply critical thinking, analysis, and evaluation of the human resource functions in business management, strategy, organizational design, workforce planning, training, human resource development, compensation, benefits, employment law, employee and labor relations, and risk management. Students will gain an in-depth preparation for specific issues and current practices in the human resource management functional areas to develop acumen in HRM skills and acquire competencies required for certification of human resource professionals in the field.

**MGT 631 Creating High Performing Teams****3 Credits****Prerequisite: MGT 604**

This course explores the rationale for and approaches to building effective and adaptive teams within organizations. Multiple facets of designing and enabling high-performing teams are examined, including communication with and between teams, trust, motivation, and diversity. Special consideration is given to the challenges of leading these teams.

**MGT 632 Creating and Managing Culture****3 Credits****Prerequisite: MGT 604**

Organizational culture serves as the 'unspoken' rules for achieving individual performance success in contemporary organizations. Underneath the policies, procedures, rules and regulations exists a set of guidelines anchored in history and tradition. Culture is the informal 'how' things are done. Where there is no intent in creating a culture, the culture creates itself. Contemporary leadership requires a thoughtful approach to creating and managing an organization's culture.

**MGT 633 Leading Projects, Programs and Operations****3 Credits****Prerequisite: MGT 600**

This course explores the best practices associated with the leadership and management of complex organization projects, programs and processes. Ensuring the organizational operations are actively planned, monitored, executed and evaluated is a critical element in an organization's overall success. Topics include project planning, managing the people, processes, and resources during execution, and the assessment of results to goals. As a result, this course will contribute to a student's knowledge of organizational complexity as well as the application and integration of leadership skills.

**MGT 634 Current Issues in Leadership****3 Credits****Prerequisite: MGT 604**

Leadership is not a static process and is subject to global and local issues that influence decision making. The rapid pace of technological change, the boundaryless communication, the shifting demographics, the politically global landscape, the tightly woven financial markets are all dynamics that influence how leaders process information and make timely decisions in a fast-pace business cycle. The issues that emerge from inside and outside the organization that challenge the process of leading are not limited to a geographical location or bound by a singular time zone. Understanding and managing the issues is critical to leadership success.

**MGT 635    Aligning Organization, Environment and Strategy****3 Credits*****Prerequisite: MGT 685***

This course delves into the important reciprocal relationship between the structure of an organization and its strategy, as informed by the literature of strategic management literature and of organizational theory and design. Students examine the considerations of aligning the internal structures of the organization with its strategic objectives, as well as interdependent external entities. The implications of power and politics are explored.

**MGT 650    Capstone – Business Planning****3 Credits*****Prerequisite: Completion of a minimum of 24 semester credit hours in residence at Walsh***

This capstone course serves as the culmination of the student's graduate studies, providing an opportunity to integrate, synthesize, and apply the principles, knowledge, skills, and practices acquired across the MA in Business program. Using an activity-based approach, students will apply the theories acquired to create a written business plan to acquire the necessary resources to initiate an entrepreneurial endeavor that either expands an existing organization or creates a startup venture. In addition, students will develop and deliver a formal presentation marketing the proposed business plan that can be pitched to prospective investors.

**MGT 685    Strategic Management of the Enterprise****3 credits*****Prerequisites: MBA: Completion of a minimum of 24 semester credit hours; MSOL: MGT 604***

Synthesizing the conceptual knowledge acquired across the program, this capstone course serves as the culmination of the student's graduate studies and provides an opportunity to explore the entire organizational system; the strategic decisions necessary to determine an identity, its competitive advantage, scope, and positioning as well as the organization's placement in the industry, national, and global environments. In addition to sensitizing students to the real-world challenges businesses face at the macro-level, this course also examines the managerial decisions necessary to structure the organization to execute its strategy and the actions and processes needed to align, motivate, and lead the human capital charged with implementing organizational change. In an activity-based approach to a contemporary business case, students will demonstrate their ability to assess organizational success in an ambiguous, dynamic, and complex 21st century environment.

**MGT 686    Leadership Capstone****3 Credits*****Prerequisite: Completion of a minimum of 24 semester credit hours in residence at Walsh***

In this course students integrate, interpret, and apply all of their leadership course content through participation in a virtual simulation. Students assume various roles, engage in problem-solving and decision-making, and develop communication skills. The impact of these on overall performance is examined.

**MGT 687    Internship Capstone****3 Credits*****Prerequisites: Completion of a minimum of 24 semester credit hours in residence at Walsh and written permission of the department chair. Students must have a minimum cumulative GPA of a 3.000***

This capstone elective course provides students with the opportunity to earn academic credit for an approved internship opportunity. The student must be employed in a part-time or full-time management position, outside of any regular employment the student currently holds. As a capstone alternative in the MSOL program, students must initiate an internship request by the beginning of the semester preceding the planned internship in order to ensure sufficient time to seek and receive the required approvals.

**MGT 688    Thesis Capstone****3 Credits*****Prerequisites: Completion of a minimum of 24 semester credit hours in residence at Walsh and written permission of the department chair. Students must have a minimum cumulative GPA of a 3.000***

This capstone elective course allows students to create a unique body of work as the culmination of their graduate studies in leadership. The purpose of this course is to allow students to select a specific topic that aligns with their career aspirations or intellectual interests. Students will propose a research study topic, conceptualize and then conduct extensive research. The culmination of this course is the preparation of an original contribution to the knowledge of leadership that enhances the student's creative and critical thinking skills as well as their scholarly researching and writing abilities.

**MGT 700 Doctoral Studies Seminar 3 Credits**

**Prerequisites:** Admission to the DM program. Open to DM students only

This course will give students the tools to succeed in the Doctor of Management program. Students will gain an understanding of the doctoral program's goals, structure, and culture including dissertation requirements, human subjects' research requirements, and submission timelines. Strategies for successfully engaging in doctoral learning and building an effective doctoral community will be emphasized. Students will become familiar with doctoral faculty as well as their professional and research expertise. The course will emphasize the importance and value of research in management, leadership, and organizational change.

**MGT 704 Evidence-Based Research Methods 3 Credits**

**Prerequisite:** Open to DM students only

This course focuses on the design of research by examining methods of collection, processing, analysis, and interpretation of data. Survey selection, instrumentation design, pilot testing, and analysis will also be discussed with specific attention paid to the reliability and validity of instruments. The course will present an array of techniques used by leaders to make organizational decisions with an emphasis on interpreting analytical results.

**MGT 707 Evolution of Leadership and Human Behavior in Organizations 3 credits**

**Prerequisite:** Open to DM students only

This course traces the evolution of management thought through history to provide the program's foundational context. Students will be broaden their understanding of the modern global organization's environment by deepening their knowledge of the historical and societal trajectories that have shaped the situations that contemporary leaders face. Within this larger context, the evolution of organizational forms and structures, and the development of leadership and managerial thought will be surveyed.

**MGT 710 Research Methods 1- Quantitative Methods 3 Credits**

**Prerequisite:** Open to DM students only

This course is a combination of quantitative research methods, multivariate statistics, and forecasting. The course assumes the doctoral student has had a graduate- level statistics/quantitative methods course covering parametric statistics and hypothesis testing.

**MGT 718 Design and Leadership Theory in Complex Human Systems 3 Credits**

**Prerequisite:** Open to DM students only

Using their knowledge of organizations as complex human systems, students will explore the intersection of design and systems thinking to gain an understanding of the actions necessary to create and maintain a fully functional socio-technical organizational system. This course is also grounded in models that help to explain not only the analysis of organizational components, but also the synthesis of those elements into a fully functioning effective and efficient organizational system.

**MGT 720 Research Methods II- Qualitative Methods 3 Credits**

**Prerequisite:** Open to DM students only

This course explores non-statistical forecasting and other qualitative research methods. Qualitative research methodologies have become more prevalent in research as a viable and valid form of inquiry, especially as they pertain to human behavior in organizations. Qualitative research techniques examined include ethno-methodology; grounded theory; and phenomenological research. Nonparametric statistical analysis will also be examined.

**MGT 722 Seminar in Managing Organizational Development and Change 3 Credits**

**Prerequisite:** Open to DM students only

This course is designed to expand the doctoral student's insight into what makes an organizational system perform well or fall short of the intended goals. This course also researches the critical leadership philosophies, attitudes, concepts, techniques, and best practices associated with successful organizational change. As a result, students will learn how to integrate the enterprise functions of the firm to achieve the stated goals.

**MGT 726 Advanced Topics in Organizational Knowledge Creation and Dissemination 3 Credits**

**Prerequisite:** Open to DM students only

This course will focus on the global leader's ability to ascertain where and how organizational knowledge is created, identify any gaps in those processes, and manage that essential resource using both human and technical systems. Attention is given to theories of knowledge, how individuals and organizations learn, how knowledge is acquired, interpreted, and applied most effectively and efficiently, and how and why knowledge has become the most potent driver of value in 21st

century organizations. Additional consideration will be given to the variety of communications methods necessary to construct and convey effective visionary messages to critical internal and external stakeholder groups.

**MGT 731 Residency #1- Applied Methodological Processes 3 Credits**

**Prerequisites:** *MGT 710 and MGT 720. Open to DM students only*

This course allows the doctoral student to apply the theory and knowledge gained by conceptualizing their dissertation topic. Through this process, students will determine the most appropriate methodology to conduct their research. Doctoral students are required to attend all scheduled Residency sessions.

**MGT 739 Innovation Management and Agile Organizational Systems 3 Credits**

**Prerequisite:** *Open to OM students only*

This course explores the use of innovation as a main driving force in contemporary organizations. The systemic interconnections between business cycles and executive planning will be examined through case studies from a wide variety of sectors. The course will also focus on the strategies that drive internal innovation with specific attention paid to the fundamentals of new product development.

**MGT 743 Marketing Strategy, Structures and Systems 3 Credits**

**Prerequisite:** *Open to DM students only*

The extensive use of information technologies, the emergence of new markets and increasingly complex consumer behavior are all causing fundamental changes in the way organizations market their products and services. This course explores the methodological and behavioral perspectives of strategic market management with particular emphasis on managing customer, market, and business relationships.

**MGT 748 Financial and Economic Model Analysis 3 Credits**

**Prerequisite:** *Open to DM students only*

This course explores various economic and financial models used for business analysis. An advanced overview of the concepts and theories necessary for executive-level decision making will be provided.

**MGT 753 Strategic Perspectives in the 21st Century 3 Credits**

**Prerequisite:** *Open to DM students only*

This course explores complex nature of higher-level decision making by contemporary senior leadership, specifically the strategy formulation and strategy implementation process contextualized in the dynamic external and stakeholder environments. As a result, students will research and analyze the current issues facing leaders in today's global environment, with special emphasis on the application of a variety of tools and resources to the strategic decision-making process.

**MGT 758 Residency #2 -Methodological Synthesis 3 Credits**

**Prerequisite:** *Open to DM students only*

In the second Residency course, students will delineate the dissertation problem statement, structure hypotheses and research questions, and outline a survey of the literature that supports the proposed research question. Doctoral students are required to attend all scheduled Residency sessions.

**MGT 759 Residency #3- Dissertation Topic Poster Presentation 3 Credits**

**Prerequisite:** *Open to DM students only*

This final residency course culminates in an oral defense of the dissertation proposal. Students will prepare and present a poster session summarizing and defending the entire research study as planned. Doctoral students are required to attend all scheduled Residency sessions.

**MGT 796 Dissertation I-Chapter 1**

**Prerequisite:** *Open to DM students only*

**MGT 797 Dissertation II -Chapter 2**

**Prerequisite:** *Open to DM students only*

**MGT 798 Dissertation III- Chapter 3**

**Prerequisite:** *Open to DM students only*

**MGT 799 Dissertation IV- Chapter 4**

**Prerequisite:** Open to DM students only

**MGT 800 Dissertation V- Chapter 5**

**Prerequisite:** Open to DM students only

## Marketing

**MKT 202 Principles of Marketing**

**3 Credits**

**Prerequisite:** None

This course examines the principles, concepts, and practices of marketing products and/or services in organizations. Students will learn how the marketing mix (i.e., product, price, promotion, and distribution) impacts the achievement of corporate goals and objectives. Students will also assess legal, regulatory, consumer/socioeconomic, internal, and external environmental factors; forecasting; and resource availability and utilization considerations in the marketing-management-decision-making processes.

**MKT 307 Marketing Management**

**3 Credits**

**Prerequisite:** MKT 202

This course studies market analysis concepts and provides the methods and tools for establishing appropriate information used in effective marketing decision-making. Students will expand their knowledge of basic marketing principles; discuss the tools for marketing problem analysis, and examine strategically oriented cases. Students will learn analysis, planning, and implementation, and will prepare an original marketing plan. Analytical decision-making is emphasized in this course.

**MKT 309 Advertising and Promotional Management**

**3 Credits**

**Prerequisite:** MKT 202

This course examines the role of managing the promotional aspect of the marketing function from the perspective of marketing leadership. Students review the theory of developing a promotional mix based upon consumer behavior and communication.

Advertising, sales promotion, public relations, and the management of the total marketing mix will also be explored.

**MKT 415 Consumer and Buyer Behavior**

**3 Credits**

**Prerequisite:** MKT 202

This course addresses the economic, psychological, sociological, and anthropological variables associated with consumer and buyer behavior. Students learn the basic factors influencing consumer behavior; the models used to explain this behavior; and the implications of these marketing concepts and public policy issues. Discussion and analysis of consumer behavior attributes are also explored, including motivation, perceptions, attitudes, beliefs, personality, reference groups, demographics, lifestyle, cultural factors, and others.

**MKT 425 Sales Management**

**3 Credits**

**Prerequisite:** MKT 202

This course examines the organization and administration of a firm's selling efforts. Students will discuss recruitment selection, training, compensation, evaluation, budgeting, market assessment, segment analysis, territory alignment and quotas, and development and motivation of the sales force.

**MKT 435 Marketing Research****3 Credits*****Prerequisites: MKT 202 and QM 202***

This course introduces market research concepts and techniques for collection, analysis, and interpretation of data for effective marketing decisions. Students learn problem definition; research design; questionnaire construction; sampling; attitude scaling; and statistical analysis. Students will conduct research and also evaluate and present their findings.

**MKT 445 e-Marketing Communication****3 Credits*****Prerequisite: MKT 202***

This course surveys the use of the Internet as a global marketing communication tool. Emphasis is on using the Internet and new technology channels to interact with customers, locate marketing and corporate information, as well as to disseminate product and service information. Students will be introduced to marketing techniques using a wide range of technology platforms, including email, discussion groups, and the World Wide Web. The final project is the analysis or construction of a simple Website.

**MKT 453 Social Media Strategies****3 Credits*****Prerequisite: MKT 202***

Online word of mouth, social search, buzz, and the influence of networks are changing the way businesses market to new and existing customer bases. As marketers, we must be ready to leverage social media and its many benefits to help our organization drive ROI, cut marketing costs, and enhance customer relationships. This class emphasizes how to utilize social media from marketing, PR, customer, and sales perspectives. Lastly, we'll take a further look at social etiquette, policy, content strategy, tools, metrics, and legal implications.

**MKT 460 Strategic Marketing****3 Credits*****Prerequisites: MKT 309, MKT 415, and MKT 435***

This capstone course enables students to apply all of the knowledge obtained during the marketing degree process to problems in high-level marketing decision-making. Through the analysis of cases, the student will design strategies to address a variety of marketing situations including marketing as a business value creation process, target market selection and positioning, development of integrated marketing programs, creation and cultivation of brand identity, and the establishment of long-term marketing advantages.

**MKT 480 Special Topic in Marketing****3 Credits*****Prerequisite: MKT 202***

Marketing is in a constant state of flux and as such is subject to many external factors. This course explores the emerging issues that challenge the process of marketing across business sectors, geography and demographics. The ability to understand and manage these issues is critical to marketing success.

**MKT 483 Directed Study in Marketing****3 Credits*****Prerequisite: Written permission of the department chair***

This course is designed to allow the student an opportunity to investigate a topic not otherwise studied in the curriculum. The directed study can be approved for 1, 2, or 3 semester hours of credit. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

**MKT 487 Not-for-Profit Marketing****3 Credits****Prerequisite: MKT 202**

This course focuses on the necessary skills and effort involved in managing a non-profit organization. Students will develop hands on experience at the work site under the supervision of the instructor. Scheduled trips to non-profit businesses located in the Detroit metropolitan area are conducted.

**MKT 488 Marketing Internship****3–9 Credits****Prerequisites: MKT 202; Students must have written permission of Department Chair required. Students must have a minimum GPA of 3.000**

This course provides the student with an opportunity to further develop their practical knowledge of marketing. Students will conduct an internship for credit and up to 40 hours of weekly work assignments. BBA-Marketing students are allowed a maximum of 9 credit hours in internship courses toward graduation requirements.

**MKT 525 Marketing and Branding****3 Credits****Prerequisites: COM 525, MGT 502, and MGT 503**

This course prepares students to connect a business with prospective customers and clients through the study of contemporary marketing techniques. The primary concepts in the course include 1) the development of a brand to build a distinctive image and to establish the basis for market value among consumers; and 2) an assessment of marketing strategies to communicate that image and corresponding value proposition to potential customers. Branding and marketing are essential concepts for professional to effectively translate their talents into an economy where markets offer a wide variety of competing choices. Students in this course will participate in and write about four essential marketing experiences and complete a branding project.

**MKT 541 Public Relations Strategies****3 Credits****Prerequisite: MKT 550**

This course involves students examining the role, process, strategy, tactics, and application of public relations from an integrated perspective, including the similarities and differences compared to advertising, marketing and journalism. Students will be exposed to the legal, ethical, social responsibility, and professional standards of the field and explore how persuasion, public opinion, and crisis communications are influenced in a dynamic, technology driven global society. Students will examine research techniques as a method to systematically gather information about an organization's environment, stakeholders, and competitors. Emphasis will be on developing public relations documents including media releases, pitches, and social media communications. Students will work in teams to develop and propose a full public relations program plan for an actual client.

**MKT 542 Consumer Insights****3 Credits****Prerequisite: MKT 550**

This course explores the relationship between consumer decision making and the creation of a brand's competitive advantage.

Students will explore how an understanding of merging trends can enhance marketing propositions and create brand value. Methodologies for generating and evaluating consumer insights, including qualitative and quantitative research techniques, will be explored.

**MKT 543 Creativity and Innovation****3 Credits****Prerequisite: MKT 550**

Creativity and innovation are the essential contributors to success for many of today's organizations. Some of the most significant gains in shareholder value in recent years are due to a culture of creative innovation. Many consider a culture of creativity and innovation as the only sustainable competitive advantage available to firms. This course is designed to explore factors that stimulate and inhibit creativity in individuals, groups, and organizations and to introduce you to the practices necessary to stimulate and manage innovation. The initial part of the course will examine creativity, focusing

on the social conditions which lead to new ideas and technologies. The second part of the course will consider the way in which new ideas and technologies are instituted and resisted. Ultimately, this course will focus on developing new ways of thinking, which are different from those typically learned in Graduate Business programs.

**MKT 544 Consumer Sciences**

**3 Credits**

***Prerequisites: MKT 550 and QM 520***

This course explores the quantitative aspects of the marketing discipline. The focus is on survey research and applied statistical analysis. Students will learn how to develop a quantitative research study, create a survey, gather survey data, and compile the data, as well as analyze the information to assess key consumer insights. As a part of this process, students will learn the SPSS statistical package, including the ability to create key syntax which will allow them to analyze survey data.

**MKT 550 Marketing Fundamentals**

**3 Credits**

***Prerequisite: None***

This course examines how a business conveys the value of its product and services to customers. Students examine various methods to identify customer needs; product design; customer and product service; and communicating with current and potential customers. Students also analyze competition; consumer analysis; product pricing and promotion; channels of distribution; and company capabilities.

**MKT 551 Consumer Behavior**

**3 Credits**

***Prerequisite: MKT 550***

This course explores the factors affecting behavior in the acquisition of products and services. Students learn the general principles of individual, group, and family behavior as they relate to specific demographic differences and similarities within a given population. Students learn to identify methods of establishing consumer behavior patterns to project trends and to formulate appropriate marketing decisions.

**MKT 555 Marketing Applications and Metrics**

**3 Credits**

***Prerequisite: MKT 550***

This course is designed to provide the knowledge and skills necessary to develop marketing strategy at the enterprise level. The course will focus on issues such as the selection of which business and segments to compete in, reinvention of marketing approaches, how to allocate resources across businesses, segments, and elements of the marketing mix, as well as other significant strategic issues, such as philanthropy and ethics in marketing. Emphasis will be placed on designing and measuring the effectiveness of marketing strategies and reinvention of market-focused initiatives. The participants will engage in a team-based set (two) research case studies. In addition, there are several opportunities to interject their personal thoughts in a non-graded self-reflection manner.

**MKT 560 Brand Management**

**3 Credits**

***Prerequisite: MKT 550***

While products and services can often be copied, consumer attitudes are much more difficult to replicate. This course provides insights into how effective brand strategies can be created to establish and strengthen consumer attitudes and the implications for brand management practitioners. Through an integration of theory and practice the course will provide a perspective on the brand management function as part of corporate marketing. Contemporary examples of brand management will be discussed and critiqued.

**MKT 588 Marketing Internship**

**3 Credits**

***Prerequisite: MSMKT: Students must have written permission of the department chair***

Students are allowed to propose internships that they have arranged to the program director or students will be offered opportunities arranged by Walsh. Practicums may be paid or unpaid depending on the circumstance of the project.



**MKT 589 Consulting Project****3 Credits****Prerequisite: MSMKT: Completion of a minimum of 27 semester credit hours in residence at Walsh**

This required MSMKT course allows students to apply their accumulated skills and experiences into a supervised practicum. This practicum can take the form of an internship or consulting project that is approved by the program director. Students are allowed to propose internships that they have arranged to the program director or students will be offered opportunities arranged by Walsh. Practicums may be paid or unpaid depending on the circumstance of the project.

## Quantitative Methods

**QM 202 Statistical Methods for Business****3 Credits****Prerequisite: None**

An in-depth study of descriptive statistical concepts, techniques, and tools applicable to business and business decision-making. Methods of collecting, summarizing, and describing data and related measures of central tendency and dispersion are examined. Students describe and analyze data using measures of central tendency and descriptive statistical tools, including graphs and other comparative techniques. Topics include data types; probability; sampling; sampling distributions; and estimation.

**QM 301 Statistical Inference for Management Decisions****3 Credits****Prerequisite: QM 202**

Building upon the content of QM 202, this course focuses upon data interpretation through the use of inferential statistics. By the end of the course, each student will demonstrate the ability to select and use inferential statistical tools to analyze a variety of datasets from varying business-based application settings, and will justify, report, and interpret the results of such analyses.

Students will apply these skills to critique and interpret research reports that are represented within business literature from various business settings. Students will also be introduced to quantitative methods involving differing probability distributions that require the use of less typical data analysis tools such as non-parametric statistical tests. Hypothesis testing with parametric tests include Z, T, and F correlations and regression analysis is also covered.

**QM 520 Business Analytics****3 Credits****Prerequisite: None**

This course in business analytics develops important skills in data analysis, modeling, and decision making under uncertainty. It is designed to train students to use valid inferences data to inform their decision. The topics covered in the course include exploratory data analysis, probability, analysis, estimation, simulation, hypothesis testing, and regression analysis. Business Analytics emphasizes application of analytical techniques through its lectures, case analysis and discussions, and computer exercises. Effort is made to translate the statistical results into language understood by non-technical audiences and similar communication is expected from students. Real-world cases of successes and failures with analytics-based business strategies are considered. This course presents topics from statistics and decision theory that can help clarify managerial problems and aid in selecting appropriate courses of action to enhance decision-making ability. The focus is on analysis, interpretation, and application of data collected for management decision making. Topics include sampling, statistical inference and hypothesis testing, analysis of variance, chi-square, correlation and regression analysis, and applications to statistical process and quality control (SPC) and industrial experimentation (DOE).

# Taxation

## **TAX 490 Small Business Tax Issues 3 Credits**

### ***Prerequisite: None***

This course is a study of the general principles of federal income taxation. Consideration will be given to both the taxation of individuals and to the taxation of business. Students will be able to apply their knowledge of these general principles to analyze introductory level tax issues faced by individuals and their businesses.

## **TAX 495 Tax and Business Taxation I 3 Credits**

### ***Prerequisite: ACC 202 or ACC 300***

This course is a study of the general principles of federal income taxation. Consideration will be given to both the taxation of individuals and to the taxation of business. Students taking this course are strongly advised to take TAX 496 the next semester enrolled.

## **TAX 496 Tax and Business Taxation II 3 Credits**

### ***Prerequisite: TAX 495***

This course is a continuation of TAX 495, and will consider more advanced topics in both general and business taxation. Students taking this course are strongly advised to take TAX 497 the next semester enrolled.

## **TAX 497 Tax and Business Taxation III 3 Credits**

### ***Prerequisite: TAX 496***

A continuation TAX 495 and 496. Advanced topics to be considered include advanced partnership, taxation, income taxation of trusts and estates, estate and gift taxation, and corporate distributions, redemptions, and liquidations.

## **TAX 500 Advanced Tax Research Writing, and Citation Methodology 3 Credits**

### ***Prerequisite: TAX 599***

A sophisticated and high-level study of tax writing and the methodology of federal tax research. Consideration will also be given to the proper form of citation for various legal authorities encountered during tax research and to the techniques required for the adequate reporting of research results. The use of the Internet and CCH Tax Research Network™ will also be studied. It will be assumed that all students taking this course have a thorough knowledge of all but the most advanced research techniques. When taken by an MST student, the course must be taken no later than as the sixth three-credit-hour course.

## **TAX 507 Tax Accounting 3 Credits**

### ***Prerequisite: TAX 599***

This course is a systematic study of the basic concepts of tax accounting. Students study periods and methods; changes in periods and methods; depreciation and cost recovery; inventories including dollar value LIFO; and section 482 allocations.

## **TAX 509 Sales and Exchanges of Property 3 Credits**

### ***Prerequisite: TAX 599***

A study of the Internal Revenue Code as it applies to sales and exchanges of personal and real property. Particular emphasis is given to capital gains and losses; Section 1231 gains and losses; and to non-recognition transactions, including like-kind exchanges; involuntary conversions; sale of a residence; and foreclosures. Installment sales, taxable sales of businesses, and sales involving securities and commodities are also considered in detail. The at risk rules and the passive activity loss rules will also be studied.

**TAX 510 Basic Concepts in Corporate Tax (Corporate Tax I) 3 Credits**

**Prerequisites:** *MST: TAX 599; (TAX 507 and TAX 509 are recommended, but not required); MAC/MAC.W: TAX 596*

Basic concepts involved in federal law as it applies to the formation and related operations of corporate enterprises and associations that are treated as corporations. Topics include computing the corporate tax, controlled groups, tax-free incorporations, dividends, earnings and profits, and Subchapter S Corporations. An introduction to consolidated tax returns will also be included. Students will be required to prepare a Form 1120 and an AMT Schedule.

**TAX 525 Advanced Concepts in Corporate Taxation including the Consolidated Tax Return (Corporate Tax II) 3 Credits**

**Prerequisite:** *TAX 510*

This course covers advanced topics in federal tax law as it applies to corporations. Students study redemptions, liquidations, mergers and other reorganizations, corporate divisions, carryovers of corporate tax attributes, taxable acquisitions and the rules for filing a consolidated corporate tax return.

**TAX 531 Partnership and LLC Taxation 3 Credits**

**Prerequisites:** *TAX 599; (TAX 507 and TAX 509 are recommended, but not required)*

This course examines the federal income tax treatment of partnerships and partners. Students study partnership formation, problems of partnership operation including distributions, sales and exchanges of partnership interests, partnership terminations and liquidations, special basis adjustments, and the role of partnership as investment vehicles. The treatment of limited liability companies and limited liability partnerships are also examined. Students will be required to prepare a Form 1065.

**TAX 532 Income and Transfer Tax Consequences for Estate and Trusts 3 Credits**

**Prerequisites:** *MST: TAX 599; MAC/MAC.W: TAX 596*

This course is a study of the estate gift, and generation-skipping transfer taxes and the income taxation of estates and trusts. Emphasis is placed on the after-death planning, affirmative uses of trust rules, treatment of specialized trusts such as irrevocable trusts, insurance trusts, charitable trusts, and grantor trusts.

**TAX 540 Tax Practice and Procedure 3 Credits**

**Prerequisite:** *None*

This course is a study of federal tax practice and procedure. Topics to be considered include audits, administrative appeal procedures, tax forums, organization of the Internal Revenue Service, ruling procedure, statutes of limitations, interest and penalties, assessment, collection (including offers in compromise, liens, levies, and transferee liability), and the Freedom of Information Act. Tax fraud is covered briefly.

**TAX 550 International Taxation 3 Credits**

**Prerequisites:** *TAX 500, TAX 510, TAX 531, and TAX 599*

This course will incorporate high-level discussion, application and presentation of current event tax topics across a variety of subjects taught in the core MST program. Emphasis will be placed on the synthesis of complex tax concepts and the ability to demonstrate, recognize and evaluate the technical policy, economic and practical application aspects of the topics.

**TAX 560 Planning and Current Issues in Taxation****3 Credits****Prerequisites:** TAX 500, TAX 510, TAX 531 and TAX 599

This course will incorporate high-level discussion, application and presentation of current event tax topics across a variety of subjects taught in the core MST program. Emphasis will be placed on the synthesis of complex tax concepts and the ability to demonstrate, recognize and evaluate the technical policy, economic and practical application aspects of the topics.

**TAX 583 Directed Study in Taxation****3 Credits****Prerequisite:** *Written permission of the program director*

A student wishing to investigate a topic not otherwise studied in their curriculum may elect a 1 to 3-semester-credit-hour directed study course. In general, a directed study will earn general elective credit and may only be used to substitute for required coursework with the permission of the department chair. Requests for a directed study must be initiated through the Admissions and Academic Advising office. Students are limited to no more than 6 semester credit hours (if approved) in directed study, practicum, and/or internship courses toward graduation requirements.

**TAX 595 Tax and Business Taxation I****3 Credits****Prerequisites:** ACC 500 (may be taken concurrently); MST: None

This course is a study of the general principles of federal income taxation. Consideration will be given to the taxation of individuals and to the taxation of business. This course is substantially similar in content to TAX 495. However, additional assignments on tax research will be required. Students taking this course are strongly advised to take TAX 596 the next semester enrolled.

**TAX 596 Tax and Business Taxation II****3 Credits****Prerequisites:** TAX 595 Undergraduate: TAX495. Not open to MST students

This course is a continuation of TAX 595 and will consider more advanced topics in both general and business taxation. This course is substantially similar in content to TAX 496. However, an additional research assignment will be required, as well as an additional class on tax research and writing.

**TAX 598 Tax Return Seminar****3 Credits****Prerequisites:** MAC/MAC.W: TAX 596; MST: TAX 510 and TAX 531

This course is a practical seminar to introduce different types of tax return filings. The following U.S. Income Tax Forms will be prepared and analyzed: Form 1040, U.S. Individual Income Tax Return, Form 1120, U.S. Corporate Income Tax Return, Form 1120 S U.S. Income Tax Return for an S Corporation, Form 1065, U.S. Return of Partnership Income, Form 4797, Sales of Business Property, Form 8824, Like-kind Exchanges, Schedule D, Capital Gains and Losses. The related tax principles to accurately prepare basis returns will be emphasized. Related practice and procedure requirements in dealing with the Internal Revenue Service will also be addressed.

**TAX 599 Introduction to Tax Research****3 Credits****Prerequisites:** TAX 595 (may be taken concurrently); MST students should take this course as their first course

An introduction to the basic concepts and techniques of tax research, including the use of the Walsh Tax Portal and RIA Checkpoint. ® The relative value of statutes, judicial precedents, administrative interpretations, and legislative history as sources of authority will also be studied at an introductory level; however, emphasis will be placed on the techniques for discovering the sources of authority in tax law.

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Records & Registration

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Post-Doc, University of Florida  
CPA

**William Bateman**

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MSM, Walsh College  
DBA, Nova Southeast University  
CVA

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For a complete listing of Walsh Clinical and Adjunct faculty, please visit [www.walshcollege.edu/faculty](http://www.walshcollege.edu/faculty).

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Retired Business Columnist  
Detroit Free Press

**A. Mark Zeffiro**

# Walsh History

## 1922

- Mervyn Walsh leaves his job as Thomas Edison's accountant to buy a franchise to teach the Pace Method of Accounting. He opens the Walsh Institute in Detroit's Capitol Theater on September 18.
- Twenty-three students enroll. Tuition is \$60 a semester.

## 1928

- Enrollment reaches 286 students.
- Seven graduates organize the Walsh Institute Alumni Association.

## 1930

- Alumna Grace Dimmer becomes Michigan's first woman to earn the CPA designation.

## 1947

- Walsh Institute marks its 25th anniversary.
- Enrollment reaches 1,508, in part due to the GI Bill.

## 1965

- William C. Stewart becomes the Institute's president on the retirement of Mervyn Walsh.
- Walsh trustees determine that the Walsh Institute will change its educational charter by having its own building, offering an accounting curriculum approved by the State Board of Accountancy, and receiving State Board of Education approval.

## 1968

- Walsh Institute is renamed Walsh College of Accountancy and Business Administration, an upper-division college offering coursework for juniors and seniors who have finished two years at community colleges and four-year institutions.
- Walsh purchases 20 acres of farmland from Morris Wattles for a new location in Troy.

## 1969

- Ground is broken for a new 10,000-square-foot location in Troy.

## 1970

- Walsh names Jeffery W. Barry as its third president.
- The Troy location opens.
- The State of Michigan authorizes Walsh to grant degrees.

## 1973

- Walsh adds a Bachelor of Business Administration degree.

## 1974

- Walsh offers its first graduate degree: a Master of Science in Taxation.
- A 7,400-square-foot addition to the Troy location triples the size of the library and adds two lecture halls, a bookstore, and a student lounge.

## 1975

- The North Central Association of Colleges and Schools (NCA) accredits Walsh.

## 1978

- Walsh opens a Port Huron location and expands the Troy location.

## 1980

- The Master of Science in Professional Accountancy (now the Master of Science in Accountancy) is offered.

## 1982

- Walsh adds the Computer-based Information Systems major to the BBA program.
- Walsh marks its 60th anniversary.

## 1984

- Mervyn B. Walsh, the Walsh Institute founder, dies at the age of 93.

## 1986

- Walsh offers extension courses at Macomb Community College, Royal Oak Shrine High School, and Detroit's Renaissance Center.
- Walsh offers a Master of Science in Finance degree.

## 1988

- Marketing is offered as a new major in the BBA program.

## 1989

- A Master of Science degree in Management is offered for the first time.
- A capital campaign is launched to increase the scholarship program and the size of the facility.

## 1990

- A \$4.2 million addition to the Troy location is completed. It includes a cafeteria, a computer lab, and faculty and administrative space, among others.

### **1991**

- Walsh names David A. Spencer the fourth president upon the retirement of Jeffery Barry.
- Walsh begins offering courses at the Macomb Community College University Center in Clinton Township.

### **1992**

- Four Walsh women are among the top 100 scorers on the CPA exam in the United States.
- Eija Roulson, MSPA '93, earns the highest score on the Michigan CPA exam and the second highest score in the United States.

### **1993**

- After surveying students, faculty, community leaders, and business owners, Walsh administrators decide to build a new location in Novi.

### **1996**

- In response to changing workplace needs, Walsh offers a Master of Science in Information Management and Communication degree.

### **1997**

- Walsh observes its 75th anniversary with business discussions and speakers, a book entitled "The History of Walsh," a dinner, and a homecoming at the Troy location coinciding with the day of the first Walsh Institute lecture.

### **1998**

- Walsh opens the location in Novi, launches an MBA degree, and offers its first online courses.

### **1999**

- Keith A. Pretty becomes Walsh's fifth president.

### **2000**

- Walsh launches a long-range strategic action plan to see it through the next century.
- A Master of Arts in Economics and a Master of Science in Business Information Technology are offered.

### **2001**

- The Higher Learning Commission of the North Central Association reaffirms Walsh's accreditation and allows Walsh to offer fully online degree programs.

### **2002**

- Walsh revises the Accounting program to fulfill the 150 hours of instruction required by the State Board of Certified Public Accountants and allows

accounting students to receive both bachelor's and master's degrees.

- The Michigan Association of CPAs names Accounting Department Chair Richard D. Berschback "Educator of the Year."

### **2003**

- The National Security Agency and Department of Homeland Security designate Walsh as a Center of Academic Excellence for Information Assurance Education for mapping curriculum to government standards.
- The Bachelor of Science in Business Information Technology and the Master of Science in Managing Manufacturing Operations degrees are offered.

### **2004**

- The Walsh Foundation is officially formed for the acceptance of charitable gifts.

### **2005**

- The Master of Science in Information Assurance degree is offered entirely online.

### **2006**

- Stephanie W. Bergeron, vice chair of the Board of Trustees, is named interim president of Walsh.
- A Doctor of Management in Executive Leadership, the first doctoral degree, is offered.
- Ground is broken for a 36,000-square-foot, two-story addition named for Walsh President Emeritus Jeffery Barry, who died July 8.

### **2007**

- Stephanie W. Bergeron is named the sixth president of Walsh.

### **2008**

- A team of Walsh graduate students win the Association for Corporate Growth (ACG) Detroit Cup MBA Business Case Competition.
- The Jeffery W. Barry Center addition opens for classes at the Troy location and is later certified Leadership in Energy and Environmental Design (LEED)<sup>®</sup> Gold by the U.S. Green Building Council.

### **2009**

- Walsh offers a dual MBA/MSF degree.
- More than 3,000 people attend 102 skill-building workshops in a free "Take Charge" program developed for displaced workers.
- Walsh offers courses at St. Clair County Community College and Wayne County Community College District.

## **2010**

- The Association of Business Schools and Programs (ACBSP) accredits Walsh's degree programs.
- Walsh adds its LaunchPad program with the help of a grant from the Blackstone Charitable Foundation. LaunchPad is designed to help entrepreneurs with their business ideas.

## **2011**

- The Higher Learning Commission of the North Central Association of Colleges and Schools reaffirms Walsh's accreditation.

## **2012**

- Walsh observes its 90th anniversary with homecoming celebrations at the Troy and Novi locations.
- Walsh grants its first doctoral degree.

## **2013**

- An award-winning, 1,400-square-foot Finance Lab opens for students, with 12 Bloomberg terminals, large flat-screen televisions tuned to market and financial reports, and breakout rooms where students can examine current market conditions, trends, and discuss future projections.
- Walsh holds its 100th Commencement Ceremony in January.

## **2014**

- The Board of Trustees approves a 55,000-square-foot renovation of the Troy location to enhance student learning experiences, including an expanded business-communication focused success center, student lounge, and "one-stop" student services center.
- Walsh launches a Master of Science in Marketing, the only one of its kind in Michigan. Walsh also begins to offer dual MBA degrees in Management, Marketing, and Information Technology Leadership.
- Walsh students capture ACG Cup for the fourth time (2008, 2011, 2013).

## **2015**

- For the second consecutive year, Walsh is one of 75 select national institutions ranked as a "Best for Vets Business College" that provide high-level assistance for service members, veterans and their families by The Military Times.

## **2016**

- A grand opening is held for the Troy location addition and renovation.

- A Decision Sciences Department is formed.
- A Cyber Lab opens for students.
- Walsh offers a new Cybersecurity concentration in its highly regarded Master of Science in Information Technology degree program to meet the increased demand for advanced education.
- The Walsh Master of Science in Taxation program is ranked fifth in the nation and the Walsh Master of Science in Accountancy program is tied for sixth in the nation by the TaxTalent.com on the Top in Tax Educational Survey of employers.
- The Walsh undergraduate degree program in accounting with a CMA concentration earns endorsement by the Institute of Management Accountants (IMA).
- Walsh receives ACBSP accreditation for its Master of Science in Marketing and Master of Science in Management degrees.

## **2017**

- Walsh President and CEO Stephanie W. Bergeron retires and receives the title of President Emerita.
- Marsha Kelliher becomes Walsh's seventh president and CEO.
- Walsh offers a Master of Arts in Business program.
- The Troy location addition receives LEED Silver Certification.

## **2018**

- The Inauguration of President Kelliher is celebrated at the Detroit Opera House.
- Cutting edge IT curriculum introduced
- Walsh launches the FastTrack program.
- The Walsh Now program is introduced.
- Walsh offers year-round registration.
- Walsh celebrates 20 years of Online Education.

## **2019**

- Walsh offers a Bachelor of Business Administration in Human Resource Management degree.
- Walsh offers a Bachelor of Science in Applied Management degree.
- Walsh offers a Master of Science in Organizational Leadership degree.
- The Doctor of Management is reinstated.
- Walsh's Online MBA is internationally recognized as a Tier One Global Online MBA by CEO Magazine
- Walsh marks over 50 years of Community College Partnerships.

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## Notice of Nondiscrimination

Walsh strives to maintain an environment free of discrimination and harassment. Walsh prohibits discrimination or harassment based on any protected status on the basis of such legally protected characteristics as a person's race, color, religion, gender, age, height, weight, national origin, marital status, veteran status, sexual orientation, gender identity, gender expression or disability. The institution complies with all applicable federal and state laws regarding nondiscrimination including, but not limited, to Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964, the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, as amended by the Violence Against Women Reauthorization Act of 2013, the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination and Employment Act of 1967, Michigan's Elliott-Larsen Civil Rights Act and Michigan's Persons With Disabilities Civil Rights Act.

# WALSH

