COURSE DESCRIPTIONS

Courses designated with an asterisk (*) are not offered regularly. Please check with the adviser or with the division director/chair before making course selections.

ACCOUNTING (ACCT)

Accounting courses are offered by the Merrick School of Business.

ACCT 505 Accounting Essentials (1.5) Introduces students to the basics of corporate financial reporting and financial statement analysis from the manager’s perspective. Emphasizes the analysis of financial statements and provides an overview of U.S. Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) rules for most critical accounting items. prerequisite: graduate standing

ACCT 510 Intermediate Accounting I (3) A study of financial accounting standard-setting, the conceptual framework underlying financial accounting, balance sheet and income statement presentations, revenue and expense recognition, and accounting for current assets and current liabilities. Graduate equivalent of ACCT 301. prerequisite: ACCT 504 or equivalent

ACCT 511 Intermediate Accounting II (3) A continuation of ACCT 510 with emphasis on accounting for investments, dilutive securities, long-term liabilities, fixed assets, intangible assets, stockholders’ equity and earnings per share. Graduate equivalent of ACCT 302. prerequisite: ACCT 510 or equivalent

ACCT 512 Auditing Accounting System (3) A study of generally accepted auditing standards with emphasis on professional standards, planning, internal control, audit evidence, audit sampling and standard reports for the various attestation functions. Also includes fundamental accounting systems, accounting system applications, the internal control of accounting information, the development and operation of accounting systems and methods for auditing computerized accounting systems. prerequisite: ACCT 511 or equivalent

ACCT 513 Intermediate Accounting III/Advanced Accounting (3) A continuation of ACCT 510 and ACCT 511. Topics include leases, pensions, error correction, accounting changes, accounting for income taxes, statement of cash flows and foreign currency transactions and translations. Also includes the study of business combinations and the preparation of consolidated financial statements, fund accounting for governmental units and other nonprofit organizations and accounting for partnerships. prerequisite: ACCT 511 or equivalent and instructor consent

ACCT 601 Forensic Accounting Principles (3) Provides an overview of the field of forensic accounting, focusing on the roles, responsibilities and requirements of a forensic accountant in both litigation and fraud engagements. Examines basic litigation and fraud examination theory, identifies financial fraud schemes, explores the legal framework for damages and fraud and damage assessments and methodologies, and reviews earning management and financial reporting fraud. Other topics include
computer forensics and corporate governance and ethics. Actual litigation and fraud cases are used to highlight the evolving roles of forensic accounting.  

**ACCT 602 Dissecting Financial Statements (3)** Students learn how to review, detect and investigate possible financial statement concerns of publicly and privately held businesses, as well as those of nonprofit organizations and family businesses. Topics include legal elements of financial statement fraud, management’s and auditors’ responsibilities, improper revenue/sales recognition, inadequate disclosure of related-party transactions, improper asset valuation, improper deferral of costs and expenses, financial statement red flags and inadequacies in management’s discussion and analysis. Students learn how to detect and investigate possible financial statement problems by addressing such factors as off-balance sheet activity, liquidity, financial performance indicators, unreported intangibles and lease auditing.  

**ACCT 603 Investigative Accounting and Fraud Examination (3)** Topics include the in-depth review of sophisticated fraud schemes, how fraudulent conduct can be deterred, how allegations of fraud should be investigated and resolved, the recovery of assets, methods of writing effective reports and complying with SAS 82 and other fraud standards. Fraud and investigation topics cover acts of skimming, cash larceny, check tampering, register disbursement schemes, billing schemes, payroll and expense reimbursement schemes, improper accounting of inventory and other assets, corruption, bribery, conflicts of interest, security fraud, insurance fraud, anti-terrorist financing and money laundering.  

**ACCT 604 Litigation Support (3)** Addresses the relationship between the forensic accounting professional and the litigation process in which he or she may play a role. Specifically, this course covers the litigation process, the legal framework for damages and fraud, damage assessment methodologies, issues related to the presentation of evidence through expert testimony, practices used in supporting divorce cases and basic rules of evidence as they apply to forensic accountants.  

**ACCT 605 Performance Management and Accounting Controls (3)** Focuses on how managers can use accounting information in the budgeting process to assist them in planning, controlling and making decisions. Introduces students to internal controls, corporate governance and enterprise risk management.  

**ACCT 630 Contemporary Issues in Financial Reporting (3)** Explores theoretical and conceptual foundations of generally accepted accounting principles and practices as well as certain other principles and practices not generally accepted. Recent and current literature is studied to provide coverage of the basic postulates, assumptions and standards underlying the measurement criteria and practices of financial accounting.  

**ACCT 655 Tax Policy (3)** Explores the evolution and structure of the federal income tax system from a public policy perspective. Focus is placed on legal, economic, social and practical considerations.
Alternatives, including current legislative proposals, are considered. Students prepare a research paper on a topic related to tax policy.

ACCT 680 Taxation of Entities (3) Covers federal income taxation of corporations, partnerships, estates and trusts as well as the taxation of gifts and estates. Analysis includes consideration of the sources of tax law, weight or authority, ethical issues, planning and administrative procedures. prerequisite: ACCT 405 or equivalent

ACCT 720 Design of Managerial Cost and Control Systems (3) Explores the design of cost and control systems for decision-making and for measurement of the performance of processes, product lines, managers and organizational competitiveness. Case studies highlight the experiences of companies, and include modifying cost and control systems in response to technological, institutional and global changes. prerequisites: ACCT 306, ACCT 640 or equivalent

ACCT 740 Advanced Topics in Assurance Services (3) A study of the application of generally accepted auditing standards to auditing practice issues, of academic and practitioner research, of internal auditing, of EDP auditing and of governmental auditing issues. prerequisite: ACCT 512 or equivalent

ACCT 752 Advanced Topics in Accounting Systems (3) Covers current and emerging trends, technologies and practices in accounting systems. Topics include accounting software for specific industries, the evaluation of accounting software, electronic data interchange, client/server and other accounting systems, work flow and technology, decision support and expert accounting systems, auditing computer-based accounting systems, analyzing benefits and costs, implementation issues and research in accounting systems. Projects require the use of advanced transaction processing systems and database software. prerequisite: ACCT 512 or equivalent

ACCT 755 Governmental and Not-for-Profit Accounting (3) An advanced study of generally accepted accounting principles and procedures of governmental units and not-for-profit organizations, emphasizing current issues, external financial reporting and the relevant authoritative accounting pronouncements. Topics include characteristics and types of not-for-profit organizations, accounting and reporting entity, fund accounting, budgetary accounts, contributions received and made, investments and the encumbrance system. prerequisite: ACCT 403 or equivalent

ACCT 761 Accounting for Health-Care Organizations (3) Covers financial reporting, analysis and strategy principles applied to for-profit and not-for-profit health-care organizations. Financial and managerial accounting issues related to strategic decision-making are emphasized. Review of the authoritative health-care accounting literature, overview of the health-care accounting environment, issues in revenue and expense recognition, balance sheet valuations, budgetary control systems, cost accounting, performance measurement, and the financial implications of third-party payment systems and managed-care arrangements. prerequisite: ACCT 504 or equivalent

ACCT 762 Accounting for Medicare Regulation (3) Focuses on principles and applications of Medicare payment systems and rate regulation for health-care providers, emphasizing understanding the
Medicare system, developing the technical skills required to identify and research problems in Medicare payments, isolating relevant regulatory issues and developing documentary support and arguments for proposed solutions to problems in health-care payment claims. Topics include Medicare and the American health-care system, Part A hospital insurance benefits, Part B supplementary medical insurance benefits, exclusions from coverage, fraud and abuse, physician self-referral, payments rules, cost reports, claims and appeals, and managed care plans. \textit{prerequisite: ACCT 504 or equivalent}

**ACCT 770 Seminar in Current Topics in Accounting (3)** A study of current developments and contemporary problems in accounting. Topics vary from year to year. A significant writing and research experience is provided. \textit{prerequisite: ACCT 511 or equivalent}

**ACCT 780 Sustainability Accounting (3)** Sustainability accounting concerns the process of identifying, measuring and reporting the entities’ impact on the planet with a focus mainly on the environmental impact. Determining how different entities affect the environment, measuring that impact and deciding what, how and to whom to report this impact are all part of this course. The course covers topics dealing with greenhouse gas emission, trading and sustainability investing. \textit{prerequisite: ACCT 640 or equivalent}

**ACCT 795 Graduate Accounting Internships (3)** Students will attain professional accounting experience and work on assigned projects within a workplace accounting environment. Requirements include a work supervisor evaluation, a journal detailing the work experience, and a self-assessment of the student’s internship experience. \textit{prerequisites: admission to the M.S. in Accounting and Business Advisory Services program and permission of program director}

**ACCT 797 Special Topics in Accounting (3)** Specialized topics in accounting, allowing flexibility for both the changing developments in accounting and the educational needs of students. Exact topics and prerequisite structure appear in the schedule of classes. \textit{prerequisite: ACCT 640 or area approval}

**ACCT 799 Individual Research (3)** \textit{prerequisites: approval of accounting instructor, department chair and academic adviser}

**APPLIED PSYCHOLOGY (APPL)**

Applied psychology courses are offered by the Division of Applied Behavioral Sciences in the Yale Gordon College of Arts and Sciences.

**APPL 601 The Biological Basis of Behavior (3)** Survey of the anatomical structures and physiological processes that underlie psychological functioning. Topics include the role of the central nervous system and the sensory, endocrine and muscular systems as they contribute to the individual’s adaptations to internal and external environments. Lab fee required.

**APPL 602 Ethics and Legal Issues in the Practice of Psychology (3)** Issues and problems that confront the psychological practitioner and/or researcher. Relevance to the student’s own evolving professional standards is emphasized.
APPL 603 Learning and Cognition (3) Study of the major theories and models of human learning from both the traditional behaviorist perspective and the contemporary cognitive perspective and an experiential overview of how people acquire, store and use information. Theoretical and empirical information is applied to the understanding of human behavior in a wide variety of settings.

APPL 604 Interviewing (3) The interview as an informational, research and clinical tool. Interview formats and their construction, as well as the skills required for their utilization, are reviewed. The relationship of the interview to other information-gathering procedures is considered. Lab fee required.

APPL 605 Advanced Theories of Personality and Counseling (3) Survey of major theories of counseling. Psychodynamic and humanistic theories of psychopathology and applications to clinical problems from each approach are included.

APPL 606 Basic Counseling Techniques (3) Basic skills and techniques required for conducting counseling sessions. Listening skills, initial interviewing, taking case histories, etc., are explored. Basically experiential in nature, with students practicing and evaluating counseling styles and abilities and participating in varied classroom activities such as mock counseling interviews. Lab fee required. prerequisite: APPL 605 or permission of instructor

APPL 607 Behavioral Medicine (3) Examination of theory and practice in the field of behavioral medicine, emphasizing the role of mind-body interaction in physical health and illness as well as approaches to prevention, diagnosis and treatment of physical disease and psychophysiological dysfunction. Topics include doctor-patient communication, specific physical conditions, modification of health behavior and coping strategies.

APPL 608 Applied Assessment Procedures (3) Exploration of current procedures employed in the evaluation of behavior. Attention to the observation and interpretation of behavioral information and its relationship to choice of assessment procedures. Representative measures of intelligence, achievement, aptitude, personality and psychological motor functioning are reviewed. Lab fee required.

APPL 610 Psychopathology and Diagnosis (3) Problems in the epidemiology, diagnosis and treatment of behavior disorders. Major attention is given to changing applied and theoretical perspectives in the light of contemporary research methodologies and findings.

APPL 612 Human Relations (3) Examination of human interactions in work settings that impact individual mental health and organizational health and productivity. Emphasis on preventing and intervening to reduce stress, frustration, conflict and violence, sexual harassment and other social problems in the workplace by applying research in emotional intelligence, personality, social perception, communication, persuasion and teamwork.

APPL 613 Human Development (3) Survey of the biological, psychological and social changes that accompany the developmental process. Includes a study of the physical, intellectual, emotional and social development of the individual from conception to death, with special emphasis on adulthood.
APPL 614 Community Psychology (3) Provides an introduction to the central concepts, strategies, findings and values of community psychology to help students develop broader perspectives on individual and community functioning and well-being. Explores the interdependence of individuals and their communities and environments, with foci on social issues and policies, underserved and marginalized groups, social justice and social change, and prevention of social and mental health problems. Major emphasis is on research and interventions at the level of small groups, organizations, institutions and communities to reduce stress, enhance quality of life, prevent emotional and behavioral disorders, and empower individuals and their communities.

APPL 615 Cognitive and Psychological Foundations (3) Covers material for three competency areas within the basic fields of psychology that are considered essential at the master’s level. Topics include biological bases of behavior, learning theories and cognition.

APPL 616 Advanced Treatment Techniques (3) Acquaints students with specialized skills and treatments beyond the basic counseling techniques. Counseling techniques and treatments needed for specific populations and problem areas are discussed. Marital counseling, family counseling, sexual disorders and crisis intervention are some of the areas of focus. An overview of treatments of major mental disorders is presented. prerequisites: APPL 605 and APPL 606 or equivalent

APPL 617 Personality Assessment (3) Examines the rationale, psychometric properties and utility of some of the major personality assessments in use today. Focuses primarily on objective measures of personality, but projective measures are introduced. Emphasis is given to the professional and ethical responsibilities associated with the assessment process and to administration and interpretation procedures. Lab fee required. prerequisites: APPL 608 and APPL 610 or satisfactory completion of undergraduate Tests and Measurements course

APPL 618 Intellectual Assessment (3) Examines the theoretical background, rationale and validity of the major tests of intellectual ability in use today. Emphasis is given to the professional and ethical responsibilities associated with the assessment process and to administration and interpretation procedures. Lab fee required. prerequisites: APPL 608 and APPL 610 or satisfactory completion of undergraduate Tests and Measurements course

APPL 619 Psychological Assessment (3) Examines the rationale and validity of the more predominant intelligence tests, projective measures, interest inventories and personality measures currently in use. Focus also includes professional and ethical responsibilities associated with the assessment process and provides familiarity with administration and interpretation procedures. Lab fee required. prerequisites: APPL 610 and either APPL 608 or undergraduate Tests and Measurements course

APPL 620 Introduction to Clinical Neuropsychology (3) Survey of basic clinical neuropsychology, focusing on the psychometric foundations of different diagnoses based on the clinical presentation of human brain dysfunction. Discusses cognitive, behavioral, emotional and social symptoms of the major neuropsychological disorders. Issues of assessment in impaired populations are addressed, including the provision of effective psychological services to the neuropsychologically impaired individual.
APPL 621 Substance Abuse Counseling (3) Review of current literature regarding the prevalence, etiology, physiology, psychology, risk factors and social phenomena associated with substance (including alcohol) abuse and dependence. Emphasizes contemporary and traditional treatment methods employed by outpatient clinics and inpatient units. *prerequisite: APPL 606*

APPL 622 Group Counseling (3) Introduction to the theory and practice of group psychotherapy, including consideration of history and theory as well as practical considerations and clinical techniques. Ethical considerations for therapists who lead groups are discussed. An experiential component may be incorporated into the class periods. Lab fee required. *prerequisite: APPL 606*

APPL 623 Career Counseling (3) Introduces the primary theories that explain how individuals make career choices and the specific strategies the counselor can use to help the client make informed career choices. Students gain exposure to specific instruments designed to assist in career decisions. Lab fee may be required. *prerequisite: APPL 606*

APPL 624 Psychology and the Law (3) Application of the fundamental principles of psychology to facets of the legal system, including an overview of the field as well as specialized topics such as competency, commitment, psychology of juries and the psychology of evidence. Emphasis on current newsworthy topics as well as on rapidly changing controversial issues and ethical considerations.

APPL 625 Multicultural Counseling (3) Explores the impact of social and cultural norms on several population groups, with emphasis on aging, ethnicity, gender issues and psychosexual orientation. Cultural differences and their impact on the counseling relationship are examined. *prerequisites: APPL 605 and APPL 606*

APPL 626 Family Therapy (3) Presents an overview of various family therapy theories and techniques, including systems theory. An integration of these techniques into the therapy process with couples and families is explored. Special attention is given to specific issues such as the impact of gender and ethnicity on a family therapeutic intervention. Sexual issues in a marriage/family context are examined. *prerequisite: APPL 606*

APPL 627 Child and Adolescent Therapy (3) Provides an understanding of the psychological disorders of childhood and adolescence. Covers the assessment, diagnosis and treatment of a broad range of disorders that typically arise in childhood or adolescence and examines the factors that contribute to their development. *prerequisite: APPL 606*

APPL 628 College Counseling (3) Provides an understanding of the issues and psychological problems of college students and how those issues and problems are treated in the college setting. Covers the assessment and treatment of disorders that characterize young adulthood, the core knowledge and skills of college counselors and an orientation to college and university counseling centers. *prerequisites: APPL 602, APPL 606 and APPL 610*
**APPL 629 Special Topics: Topics in Counseling (3)** Theoretical assumptions, techniques and effectiveness of interventions associated with behavioral and psychological problems of the aged, alcoholics, sexual deviants, criminal offenders and/or problems encountered in marriage and family situations. Specific topic may vary from semester to semester. May be repeated for credit as course topic changes. Lab fee may be required. *prerequisites: to be determined by instructor*

**APPL 631 Intermediate Statistics for the Behavioral Sciences (3)** The logic of hypothesis testing and assumptions underlying its use are the framework for studying analysis of variance and covariance and multiple regression. These tools are learned in the context of application to psychological research. Students learn to complete statistical analyses using a microcomputer statistical package and to interpret the results.

**APPL 632 Research Methods for Applied Psychology (3)** Builds on the fundamentals of research design and on knowledge of basic statistical techniques to provide a broad overview of the major research methods of applied psychological research. Students learn to frame inquiries and problems as research questions. The relative merits and drawbacks of the major research methods are explored. Students develop a research proposal to investigate an applied research question. *prerequisite: APPL 631*

**APPL 633 Research and Evaluation (3)** Surveys methods used to investigate questions and acquire knowledge in counseling and psychology and provides students with the skills necessary to critically evaluate counseling and clinical research literature. Include principles and techniques of qualitative and quantitative models, needs assessment, program evaluation, ethical and multicultural considerations in the research process and the role of the mental health counselor as knowledgeable research consumer.

**APPL 635 Program Evaluation (3)** Study of the theories, constructs and analytical skills needed to develop, implement and evaluate organizational programs and policies. Emphasis is on the research methods used to measure and track programs and their outcomes over time. *prerequisites: APPL 631 and APPL 632 or permission of program director*

**APPL 639 Special Topics: Applied Statistics (3)** Study of one major statistical topic, such as multivariate statistics, structural equation modeling, meta-analysis, analysis of ordinal and categorical variables or nonparametric statistical techniques. Offered when student demand is sufficient and matches instructor interests. Topic may vary from semester to semester. May be repeated for credit as course topic changes. *prerequisites: APPL 631, APPL 632 and permission of instructor*

**APPL 641 Organizational Psychology (3)** Studies how principal theories and empirical findings from research in organizational psychology are used to improve employee performance and satisfaction. Emphasizes the interactive effects of situational and individual difference variables as they influence organizational behavior. Overview includes motivation, leadership, employee morale, group dynamics and interpersonal communication. Students apply theoretical and empirical findings to solutions of work-related problems in case studies. Lab fee may be required.
APPL 642 Motivation, Satisfaction and Leadership (3) Critical and in-depth examination of the research evidence for theories of leadership and job satisfaction. Using motivation as a central concept, students gain an understanding of how group dynamics and personal, environmental and cultural factors influence organizational behaviors. Students work in teams to solve performance-related problems presented in case studies. Lab fee may be required. *prerequisite: APPL 641 or approval of program director*

APPL 643 Advanced Social Psychology (3) Survey of the theoretical positions, research methodology and current findings seeking to explain how interpersonal interactions affect individual and group behavior. Consideration is given to such constructs as attitudes, attributions and cooperation.

APPL 644 Personnel Psychology (3) Overview of the area of personnel psychology. Topics include job analysis, personnel selection and placement, training and development and performance appraisal. Special attention to measurement procedures involved in personnel selection and performance appraisal. Equal employment opportunity laws and their effect on personnel practices are discussed. Lab fee may be required. *prerequisite: permission of instructor (for nonpsychology majors)*

APPL 645 Personnel Assessment (3) Application of the technical material learned in Personnel Psychology related to assessment techniques used to select, promote and evaluate personnel. Hands-on experience with these methods, including development of the most common ones. Assessment techniques discussed may include ability tests, personality and honesty tests, drug testing, work samples, interviews, training and evaluation forms and performance appraisals. Students go through the process of developing surveys for attitude assessment. Lab fee required. *prerequisite: APPL 644 or permission of instructor*

APPL 646 Employment Law in Human Resource Management (3) Review and analysis of federal laws and their application to human resource management (including employee selection, promotion, performance appraisals, discipline, termination, compensation, benefits and safety). Covers EEO, Affirmative Action, Civil Rights Acts, Americans with Disabilities Act and other antidiscriminatory legislation, as well as FLSA and OSHA. Examines legal issues such as privacy, sexual harassment, drug testing and employees’ rights versus employers’ rights. Addresses strategies for creating policy and legal concerns in a context of organizational behavior and motivation theories.

APPL 647 Training and Organizational Development (3) Theory, findings and methods relating to how an organization ensures that its employees are equipped to accomplish its mission. Students learn about techniques to assess and implement organizational change. Through hands-on activities, they learn to develop and implement programs such as skills training, team building and management development.

APPL 648 Employee Selection (3) Examines testing and decision theory, legality and societal issues involved in matching individual knowledge, skills, abilities and other characteristics with organizational needs. Discussions include employment interviews, cognitive abilities testing, integrity and substance abuse testing, personality measures, biographical data and other procedures. Lab fee may be required. *prerequisite: APPL 644*
**APPL 649 Special Topics: Industrial/Organizational Psychology (3)** Studies a topic of industrial/organizational psychology of mutual interest to students and faculty that is not currently part of course offerings. Topic may vary. May be repeated for credit as course topic changes. Lab fee may be required.

**APPL 650 Work Groups in Organizations (3)** Study of group dynamics in the context of organizations, focusing on the predominant psychological theories and research findings that explain the formation and development of work groups. Emphasis on learning how effective strategies and techniques can be used to enhance teamwork in organizations.

**APPL 651 Job Analysis (3)** Survey of job analysis methodology and issues using experiential projects. Includes tools used in conducting a job analysis: data gathering techniques, legal and technical standards and the Occupational Information Network. Emphasis is on variation in approach dependent on subsequent application of the results.

**APPL 652 Organizational Theory and Development (3)** Survey of organizational theory and techniques used in organizational development. Topics include organizational structure and communication, sources of power, organizational culture, Lewin’s Change Model, Action Research and Schein’s Process Change.

**APPL 653 Consulting Skills (3)** Focuses on the essential skills and abilities needed for successful consulting to organizations. Topics include business development, project management, cost estimation and report writing. Emphasizes learning techniques used for successful group presentations and developing skills for effective oral and written communication.

**APPL 654 Survey Development and Implementation (3)** How to plan, design and implement surveys to assess organizational characteristics. Emphasizes how to collect and analyze survey data and present findings to the organization.

**APPL 655 Practical Applications in I/O Psychology (3)** An opportunity to practice real-world application of the competencies acquired in the degree program. Students propose solutions to simulated or actual challenges faced by organizations and demonstrate their ability to integrate and apply broad knowledge of personnel and organizational psychology. *prerequisites: APPL 632, 642, 645 and 651*

**APPL 656 Qualitative Research Methods (3)** Focuses on the predominant techniques for designing, collecting and analyzing qualitative data. Various methods of data collection, such as naturalistic observation, informal interviewing, in-depth immersion (ethnography) and focus groups, are studied. Covers topics relating to content analysis, coding responses, ethical issues and comparing qualitative and quantitative measures.

**APPL 657 Personality at Work (3)** A study of the role that personality plays in an organizational setting. Examines the construct of personality as it relates to job performance and to interpersonal relations at work. Focuses primarily on recent theory, research and findings on the effectiveness of personality in
selection with an emphasis on response distortion issues. Each student completes several self-report inventories to gain a personal view of how someone with his or her profile would be expected to behave in various work environments.

**APPL 661 Death, Dying, Loss and Grief (3)** Models of adjustment to loss and their application to counseling individuals and groups who have experienced significant loss through death, illness and injury, divorce and major life transitions. Emphasis on issues related to death and dying (including social, psychological and cultural factors that influence grieving). Also explores significant loss areas to which grief intervention perspectives and techniques can be applied.

**APPL 662 Treatment of Trauma (3)** Provides students with knowledge and exposure to the current approaches to treatment of trauma used by clinicians. This course is designed to meet the requirements of the Maryland Board of Professional Counselors and Therapists for a course in psychotherapy and treatment of mental disorders. Lab fee may be required. *prerequisites: APPL 605, APPL 606 and APPL 610 or their equivalents*

**APPL 663 Treatment of Depressive Disorders (3)** Provides students with knowledge and skills in current evidence-based approaches to treatment of depressive disorders and of more complex disorders that often present as depression, such as borderline personality disorder. Cognitive and cognitive behavioral treatments are emphasized, though other theoretical approaches are noted. The class is designed for advanced graduate students in counseling and meets the Maryland state LCPC licensure requirement for a course in psychotherapy and treatment of mental disorders. Lab fee may be required. *prerequisites: APPL 605, APPL 606 and APPL 610 or their equivalents*

**APPL 664 Geropsychology: Psychosocial Factors (3)** Survey of the empirical data and theoretical formulations relating to the psychosocial concomitants of aging. Consideration of the interactional effects of individual, familial, social and cultural variables as they influence successful adaptation to later life.

**APPL 700 Special Topics: Applied Psychology (3)** Readings and discussions of topics in applied psychology. Topic may vary. May be repeated for credit as course topic changes. Lab fee may be required. *prerequisites: determined by instructor*

**APPL 701 Seminar in Applied Psychology (3)** Readings and discussions of research studies and theoretical papers in areas of special interest to seminar participants. *prerequisite: completion of 15 hours of applied psychology core courses*

**APPL 702 Field Experience (1-3)** Supervised prior-to-practicum experience at a setting that supports preparation for a career in counseling or industrial/organizational psychology. Not a clinical experience. To earn 1 credit, a student spends approximately 60 hours at the site and provides a journal of the experience for the supervising faculty member. The requirements are agreed to in writing prior to registration by the student, supervising faculty member and on-site supervisor. A maximum of 3 credits may be applied to the degree. Course is NOT eligible for a continuing studies grade and does NOT count
as part of the 60 credits required to qualify for certification by the State Board of Professional Counselors. Pass/fail grading. prerequisite: prior approval (See above.)

APPL 703 Practicum in Counseling Psychology (3) Experience in the application of behavioral change methods and skills in a clinical or counseling setting. The student 1) functions as a professional under the supervision and guidance of an on-site director, and 2) attends scheduled group supervision meetings on campus several times during the course of the semester. Students must complete arrangements for the experience with the practicum coordinator in the semester preceding enrollment. Lab fee may be required. A maximum of 6 credits may be applied toward the degree. Eligible for continuing studies grade. prerequisite: permission of instructor prior to registration and APPL 602, APPL 605, APPL 606 and APPL 610

APPL 704 Practicum in Research (3) Supervised participation in experimental studies designed by either the student or an individual approved by the instructor. A maximum of 6 credits may be applied toward the degree. Eligible for continuing studies grade. prerequisite: APPL 631 and APPL 632 or equivalent and approval of instructor

APPL 705 Practicum in Assessment (3) Supervised experience in the use of assessment procedures in situations relevant to student interest and vocational goals. Students spend the equivalent of one day per week at an approved training site. A maximum of 6 credits may be applied toward the degree. prerequisite: APPL 606 and APPL 619 or APPL 645 or other appropriate coursework in assessment and approval of instructor

APPL 706 Practicum in Applied Psychology (3) An opportunity to gain practical experience in the application of psychology at various work settings. The work and/or field research is designed and mutually agreed upon by the student, the practicum coordinator and the workplace supervisor. Includes regular on-campus meetings. Enrollment may be limited by availability of settings. Student must complete arrangements for the experience with the practicum coordinator in the semester preceding enrollment. A maximum of 6 credits may be applied to the degree. Eligible for continuing studies grade. prerequisite: permission of instructor (prior to registration) and coursework deemed pertinent to project by practicum coordinator

APPL 707 Practicum in Industrial/Organizational Psychology (1-4) Supervised participation in field research in applied job settings. Hands-on experience with I/O work assignments is performed and evaluated. The work and/or field research is designed by the student or senior personnel and should enhance a student's vita/resume. Government, industry, public/community service or other settings may be generated by the instructor or the student. Setting and research/job duties must be proposed and agreed upon in writing by the student, the instructor and an authorized representative from the organization. To the extent that settings/positions must be generated by the instructor, enrollment is limited according to availability. A maximum of 6 credits may be applied toward the degree. Eligible for continuing studies grade. prerequisite: permission of instructor
APPL 708 Internship in Counseling (1-3) Builds upon APPL 703, Practicum in Counseling, allowing students to practice and integrate counseling skills in campus or community settings. Students accrue at least 100 hours of supervised clinical experience for each credit taken. Course meets professional counselor licensure requirements for field experience in counseling. **prerequisites:** APPL 703 and permission of program director

APPL 789 Research Proposal Development (3) Independent study in which the student develops a proposal for research founded in the literature and practice of applied psychology. The student must have the requisite skills for bringing the proposal to completion. The end product of the course is a research proposal that may be presented to the division as a thesis proposal. Course is NOT eligible for continuing studies grade. Pass/fail grading. **prerequisite:** prior permission of faculty member

APPL 798 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. **prerequisite:** completion of all course requirements for degree program

APPL 799 Thesis in Applied Psychology (3-6) An independent and original research effort, supervised closely by full-time faculty. It should be founded in the literature of applied psychology. The student is expected to demonstrate an ability to formulate research questions as testable hypotheses, to analyze data using appropriate research methods and design and statistical tools, and to present the entire work in a well-written document using APA style. The number of credits is determined when the proposal is approved. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. **prerequisite:** approval of thesis proposal prior to registration

COMPUTER SCIENCE (COSC)

Computer Science courses are offered by the School of Information Arts and Technologies in the Yale Gordon College of Arts and Sciences.

COSC 789 Special Topics in Computer Science (3) One or more specific topics in computer science or its applications may be studied by advanced students. Topics arise from mutual interests of faculty and students. May be repeated if topic differs. Lab fee required.

COSC 790 Independent Study (1-3) Problem-solving project, programming project and/or independent research in some aspect of computer science. The topic and number of credits vary with individual student interest and the extent of study. Prior to registration, students submit a written proposal with the consent and advice of a full-time faculty member, who approves it and agrees to supervise the study. Lab fee required.
CREATIVE WRITING & PUBLISHING ARTS (CWPA)
Creative Writing & Publishing Arts courses are offered by the Klein Family School of Communications Design in the Yale Gordon College of Arts and Sciences.

CWPA 620 Creativity: Ways of Seeing (3) Exploration of the creative process, relationships between written and visual expression, sources of inspiration and forms of publishing. Through a series of weekly projects, design experiments and innovative models, students develop new ways of seeing and deepen their understanding of creative expression. Team-taught by a creative writer and a book artist or graphic designer, the course offers a collaborative setting that acknowledges important connections between form and function, materials and subject, and tradition and innovation. Lab fee required.

CWPA 622 Fiction Workshop (3) Exploration of the uses and values of narrative. Combines practice in writing narratives with analysis of the nature and methods of narrative art.

CWPA 623 Poetry Workshop (3) How poetic language achieves its powerful effects. Students read and analyze various examples of the lyric, from the traditional poetic forms to images in advertising and media, and experiment with a range of lyrical forms and styles.

CWPA 624 Workshop in Novel Writing (3) Composition of the novel. Each student has an opportunity to make significant progress on a novel already begun or on one that originates in class. Emphasis on the distinctive features of the novel as a prose form and the special aesthetic problems confronting the novelist.

CWPA 626 Literary Nonfiction (3) Experimentation in writing various kinds of nonfiction, such as personal essays, travel essays, profiles, culture criticism, memoirs and essay reviews. Focus is on the use of literary techniques within the context of the form’s traditions and contemporary innovations.

CWPA 627 Memoir Workshop (3) An opportunity to write a memoir. Students read and study memoirs by contemporary authors to become more familiar with the many possibilities available to writers working in this form. Focus is on issues relevant to the writing of memoir, including craft and techniques, memory and truth-telling, and interior and exterior significance.

CWPA 628 Screenwriting (3) Students analyze and write entertainment-oriented scripts for television and film. Emphasizes plot and character development, dialogue, writing for the eye and the ear and following industry script and program conventions.

CWPA 651 Type & Design for Creative Writers (3) Exploration of the fundamentals of typographic form and function with specific application to literary publishing. The course examines type design and family classification of type and their characteristics as well as organization of visual space and other basic design principles. Lab fee required. prerequisite: knowledge of Adobe InDesign and Photoshop

CWPA 752 Creative Writing: Special Topics (3) Intensive exploration of topics in creative writing of special interest to faculty and students. Content varies according to specific interests and trends in
creative writing. Possible topics include narrative poetry, gothic or romance novels and stories, detective and mystery fiction and marketing small press books. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

**CWPA 753 Publishing Arts: Special Topics (3)** Intensive exploration of topics in print publishing, electronic publishing and book arts of special interest to faculty and students. Content varies according to specific interests and trends in publishing arts. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

**CWPA 761 Teaching Writing (3)** Teaches students how to teach writing, focusing on pedagogical strategies, course planning and classroom management. Also introduces students to the theory and scholarly debates surrounding these topics. Includes readings, discussions, and applied and experiential learning.

**CWPA 775 Internship (3)** Direct experience working in the field of creating writing. Internship opportunities include working for presses, literary agencies, publishers and literary arts organizations, as well as teaching. Eligible for continuing studies grade. May be repeated for credit if the internship is different. *prerequisite: permission of program director*

**CWPA 778 Independent Study in Publishing Arts (3)** Production project in an area related to the M.F.A. in Creative Writing & Publishing Arts program. Topics vary with individual student interest. Lab fee required. *prerequisite: permission of program director*

**CWPA 779 Independent Study in Creative Writing (3)** Research or writing in an area related to the M.F.A. in Creative Writing & Publishing Arts program. Topics vary with individual student interest. *prerequisite: permission of program director*

**CWPA 780 Book Arts (3)** Hands-on course in which students produce a variety of small literary publications. They serve as editors and designers as well as writers. Also introduces students to book arts, teaching book structure, construction and binding. Lab fee required.

**CWPA 781 Electronic Publishing (3)** Exploration of ways for creative writers to write and publish on the Web. Students analyze electronic literary publications, write and produce their own literary Web publications and gain an understanding of the opportunities available to them in electronic publishing. Lab fee required.

**CWPA 782 Creating the Journal (3)** Exploration of processes involved in creating a print journal, from choosing manuscripts to designing and publishing. As a result of participating in the editing process, students gain insight into their own writing, develop their own aesthetic and see how editors make selections. Lab fee required.

**CWPA 783 Print Publishing (3)** How to place creative writing for publication. Topics range from writing a cover letter to finding agents to handling rejection. Students work independently, analyze current print
and online publications and develop an extensive and annotated list of appropriate places for their work to appear. Before manuscripts are submitted for publication, they are critiqued by the class.

**CWPA 786 Experimental Forms (3)** Examination of selected works that challenge our conventional assumptions about language and form. Emphasis on new forms that re-imagine traditional genres of writing and blur the boundaries between poetry, fiction and nonfiction. Students explore possibilities for appropriating and subverting conventional uses of language as well as mixing and creating new forms in their own writing.

**CWPA 787 Seminar in Literature & Writing (3)** Combining traditional scholarship and creative writing, the course begins with a close study of a seminal literary work or group of works, to be chosen by the instructor. Students explore the nature of these texts per se and how they relate to both current and past literature and to the students’ own work. A final written project integrates original research and the creative interpretation of the ideas developed from reading and discussion.

**CWPA 788 International Writing Workshop (3)** Focuses on reading the work of writers from around the world, most of it in translation. At the same time, students explore new subjects and approaches to their own writing.

**CWPA 795 Seminar in Creative Writing & Publishing Arts (3)** Capstone course for the M.F.A. in Creative Writing & Publishing Arts. Entering the course with a completed or nearly completed manuscript written while in the program, students design and produce a publication consisting of their own original work. In a seminar setting, they act as peer advisers to one another and are responsible for providing in-depth critiques of each other’s work. The course revisits and re-examines concepts introduced in earlier courses. *prerequisite: all other required courses for the M.F.A. in Creative Writing & Publishing Arts and permission of the program director*

**CWPA 796 M.F.A. Thesis I (3)** Opportunity to focus intensively on creative writing in a particular genre. Students may revise and edit previously written work as well as create new work, aimed at publication. In addition to expanding and refining their own work, students critique each other’s work. A substantial essay focusing on another writer’s work or on a topic related to their interests and concerns as writers is also required. *prerequisites: two writing workshops in the same genre and permission of the program director*

**CWPA 799 M.F.A. Thesis II (3)** Second semester of two-semester thesis sequence. Entering with a completed or nearly completed manuscript written while in the program, students revise and complete their manuscript and prepare it for publication. In addition, they act as peer advisers to one another and are responsible for providing in-depth critiques of each other’s work. *prerequisites: all other required courses for the M.F.A. in Creative Writing & Publishing Arts except CWPA 795, which is taken concurrently, and permission of the program director*
CRIMINAL JUSTICE (CRJU)

Criminal Justice courses are offered by the School of Criminal Justice in the College of Public Affairs.

CRJU 601 Crime and Policy Development (3) Addresses the issue of how crime is measured in the United States and discusses why certain crimes capture the attention of lawmakers and the public more than do others. Examines why lawmakers have adopted certain responses to address crime and critically evaluates whether such strategies are effective in reducing crime. Students research best practices within the field and are introduced to different analytical techniques to evaluate quantitative crime data.

CRJU 602 Research Techniques in Criminal Justice (3) Provides knowledge of and experience with the methods used in studying social science problems. Emphasis is on research, designs and instruments and policy implications. Critical and analytical skills are developed for use in future research and proposal writing. This course is a prerequisite for CRJU 603.

CRJU 603 Criminal Justice Statistics (3) Introduces students to the relevance and importance of statistics in studying criminal justice problems. Explores different types of data, data-management techniques and different statistical methods to aid in the preparation of agency and formal research reports. Required for all criminal justice students. prerequisite: CRJU 602

CRJU 605 Graduate Internship (3) Students will work 120 hours in a selected agency, institution or office within the criminal justice field, and will complete classroom work that focuses on career development and management skills. Required of all students. (Note: Students who are currently working in the criminal justice field may be waived from this course at the discretion of the program director. Students who are waived must then complete an extra elective.) prerequisite: permission of program director

CRJU 606 Contemporary Criminal Court Issues (3) In-depth analysis of selected current issues pertaining to criminal court systems. Focuses on the current research literature and considers the operational consequences of alternative responses to the issues discussed.

CRJU 608 Juvenile Justice (3) Overview of the history, legal and philosophical bases, procedures and structures of the juvenile justice system and explores current issues the system, as well as the community at large, faces when dealing with at-risk youth. Reviews the latest research on the effectiveness of select policies and programs that target juvenile offenders.

CRJU 610 Administration of Justice (3) Analysis of the major conceptions of justice and the ways these conceptions affect the manner in which social and legal systems are constituted. Examines theoretical perspectives with a view to understanding the relationships between various institutions and the administration of justice. Presents a comparative and historical focus on local, national and international systems of justice.

CRJU 611 Contemporary Issues in Corrections (3) In-depth analysis of the contemporary structure of the correctional system in the United States. Evaluates the system's current issues in managing and
CRJU 615 The Inside-Out Prison Exchange Program (3) Inside-Out brings “outside” students—college undergraduates and graduates, particularly those pursuing careers in criminal justice and related fields—together with “inside” students—incarcerated men and women—to study as peers behind prison walls. The semester-long course provides a transformative experience that allows the outside students to contextualize and rethink what they have learned in the classroom, gaining insights that will help them pursue the work of creating an effective, humane, restorative criminal justice system.

CRJU 626 Professional Communications in Criminal Justice (3) Examines strategies and techniques used to obtain information in a variety of situations, to differentiate between interview and interrogation, to interact with diverse populations, to communicate with the media and to analyze information for consideration as evidence. Explores how the use of appropriate communications techniques and procedures leads to effective leadership, management and supervision within the criminal justice system.

CRJU 631 Contemporary Issues in Policing (3) Examines the social and political contexts of policing in contemporary society and evaluates current issues law enforcement faces when dealing with crime control, prevention and maintenance of order. Explores the latest research on the effects of police policies, programs and practice.

CRJU 632 Policing Special Populations (3) Examines the research literature related to the special populations and groups of people that the police organization is mandated to manage based on statutory law, operating policies and procedures, and tradition and custom. Helps students understand how and why police intervene in the way that they do with some subgroups within the broader population.

CRJU 633 Race/Ethnicity and Gender Issues in Law Enforcement (3) Examines the research literature related to the impact of race/ethnicity and gender on the police organization. Examines the various ways that a suspect’s or victim’s race/ethnicity or gender creates problems and makes it difficult for the police organization to effectively meet the law enforcement needs of a particular community.

CRJU 635 Youth Problems in Society (3) Discusses the role of demographics, developmental issues, family, school, peers and individual roles in youth behavior. Analyzes the major studies and theoretical foundations of juvenile delinquency and identifies and analyzes the current solutions implemented at both system and community levels. Reviews best practices in the control and prevention of juvenile delinquency.

CRJU 636 Information and Technology in Criminal Justice (3) Explores how information is developed and processed into data-informed decision-making and policy and analyzes how to translate data information into knowledge. Presents a variety of criminal justice data information sources to provide an understanding of how data outcomes drive decision-making in the criminal justice system. Students
engage in more informed strategic and tactical planning and decision-making using data systems, data management and data analysis techniques.

CRJU 640 Managing Police Organizations (3) Application of managerial and administrative practices to police agencies. Emphasis on executive processes, including planning, decision-making, implementation and evaluation, structuring discretion, providing leadership and dealing with corruption and other abuses. An examination of the role of the police administrator in the community and the governmental structure.

CRJU 642 Managing Correctional Organizations (3) Application of managerial and administrative practices to correctional agencies, focusing on the particular problems encountered in managing such agencies. Emphasis is on executive processes, including planning, decision-making, implementation and evaluation. Problems specific to secure facilities, probation, parole and community corrections are considered.

CRJU 645 Constitutional Law (3) Examines the constitutional system of the United States, the judicial function, separation of powers, problems of federalism, procedural and substantive due process, constitutional protection of individual rights including rights of persons accused of crime, freedom of speech and freedom of religion.

CRJU 666 Politics, Legislation and the Media in Criminal Justice (3) Examines the influence and process of politics on the criminal justice system, the legislative process and how legislation is enacted, and general policy-making procedures. Includes analysis of the evolution of a crime problem and how it transforms into law, policy and practice and how politics and the media influence perceptions and reactions to criminal behavior that may lead to successful legislative outcomes. Explores the design and implementation of future forecasting models, guided by law and policy, specific to the criminal justice process and offers a problem-oriented approach to effective lobbying and utilization of media resources in policy-making.

CRJU 676 Systems and Applications in Criminal Justice (3) Students diagnose and analyze real-world crime-related issues and problems in the criminal justice system. Examines decision-making techniques used in time-sensitive situations and crisis management. Offers a problem-oriented approach to effective leadership and management within the criminal justice system.

CRJU 702 Contemporary Issues for Victims of Crime (3) Examines the constitutional system of the United States, the judicial function, separation of powers, problems of federalism, procedural and substantive due process, constitutional protection of individual rights including rights of persons accused of crime, freedom of speech and freedom of religion.

CRJU 703 Seminar in Criminal Justice (3) Seminar devoted to a particular topic related to research, theory and/or applications in criminal justice. Sample topics include qualitative research in criminal justice, community crime prevention and juvenile justice history. May be repeated for credit when the topic changes. 

*no prerequisite unless listed in schedule of classes*
CRJU 704 Best Practices in Victim Services (3) Introduces the emerging field of victim services in context with the underlying legal structure of crime victims' rights. The impact of the legal structure of crime victims' rights has influenced both formal and informal responses to crime victims' needs. A thorough analysis of the system of services, both within the criminal justice system and through other allied professions, is examined. Best practices in victim assistance programs—from law enforcement through the courts and corrections systems to financial remedies, community-based advocacy, and treatment and support services—are also examined.

CRJU 705 Dialogue with a Victim (3) Provides a critical and in-depth review of some of the communication barriers criminal justice personnel encounter when interacting with victims and witnesses in the course of an investigation. Critically examines competing narratives (e.g., individual, professional, personal, cultural) often present when interviewing a victim/witness and how these narratives can impede communication flow and the investigative process. Explores strategies to reduce these obstacles.

CRJU 707 Community Corrections (3) Analysis of the types, procedures, problems, theories and evaluation of supervision of adults and juveniles in the various forms of community-based corrections. Students will be responsible for understanding classic and contemporary research on this subject matter.

CRJU 708 Leadership Development in Criminal Justice (3) Integrates evolving perspectives in leadership, principles of criminal justice administration, and relevant technological innovations and applications. Studies the influence of leadership as it relates to criminal justice organizational culture, governing bodies, strategic planning, succession planning, diversity and globalization.

CRJU 710 Advanced Criminology: Theory to Practice (3) Discusses classical and contemporary theories of criminal behavior and investigates how political, economic and social factors can cause paradigmatic shifts in how theory is both developed and applied in the real world. Students explore how theories are evaluated empirically and learn to develop and critique contemporary crime prevention and control policies by applying different theoretical models.

CRJU 711 Criminal Justice Planning/Systems Applications (3) Application of planning theory and techniques to the criminal justice system as well as to agency-specific problems. Emphasizes problem identification, goal setting, forecasting and the selection of alternative courses of action. Students become familiar with computerized data analysis and simulation applied within the context of criminal justice planning. prerequisite: CRJU 603

CRJU 712 Seminar in Law Enforcement (3) Evaluation of police problems of crime control, prevention and maintenance of order. Review of latest research on the effects of police policies, programs and practices.

CRJU 713 Seminar in Judicial Administration (3) Evaluation of management problems relating to courts and the role of court functions and personnel.
CRJU 715 Directed Studies/Readings in Criminal Justice (1-3) Designed to give the graduate student academic flexibility. Eligible for continuing studies grades. **prerequisite: permission of program director**

CRJU 720 Integration of Criminal Justice Policies and Practices (3) Seminar that helps students learn how theory and action are integrated into policy and practice. Students develop a profile of crime at the national and local levels and compare and contrast those trends from an empirical as well as theoretical perspective. They then identify emerging policies or issues that have a direct effect on the efficiency of the criminal justice system as a whole as well as within their area of specialization (law enforcement, courts and law, corrections or juvenile justice) and develop a series of action plans to address those issues.

CRJU 777 Capstone in Criminal Justice (3) Capstone course offers students an opportunity to demonstrate their mastery of knowledge in the fields of criminology and criminal justice, gained while working toward completion of the graduate degree. Course is designed to be an integrative experience in which students combine their knowledge of criminological theory and of justice policy with practical skills to develop a comprehensive approach to planned change. **prerequisites: CRJU 601, CRJU 602, CRJU 603, CRJU 610, CRJU 708 and CRJU 710**

CRJU 798 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. **prerequisite: completion of all course requirements for degree program**

CRJU 799 Thesis (3-6) Supervised preparation of an original work displaying research and writing skills. 6 hours, plus defense. Students may register for 3 hours in each of two semesters or 6 hours in one semester. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. **prerequisite: permission of program director**

**ECONOMICS (ECON)**

Economics courses are offered by the Merrick School of Business.

**ECON 505 Micro Economics (1.5)** Covers comparative advantage, supply and demand, elasticity, opportunity cost, competition and monopoly, and externalities. Emphasizes understanding concepts that are useful in making effective choices in a variety of economic and managerial situations. **prerequisite: graduate standing**

**ECON 506 Macro Economics (1.5)** Covers economic growth, monetary and fiscal policy, inflation and unemployment. Emphasizes understanding concepts, such as Federal Reserve policy, that are useful for managerial decision-making. **prerequisite: graduate standing**
ECON 605 Business and Public Policy in a Global Economy (1.5) Employs an economic framework to analyze and evaluate public policy issues affecting business, such as globalization, environmental and health-care matters, and corporate social responsibility. Integrates ethical and managerial implications. prerequisites: ECON 505 and ECON 506 or permission of the MBA program director

ECON 650 Business Economics (3) Applies macro-, micro- and global economic theory, drawing on analytical techniques and other business areas, to understand the financial environment of the firm. Based on an understanding of market behavior, the course examines global competitiveness, regulation and pricing. Attention then turns toward the impact of global and macroeconomic forces acting on organizations. Students will be expected to demonstrate analytical skills in solving real-world problems, with an emphasis on the financial conduct and structure of the firm. prerequisites: ECON 504 and OPRE 504

ECON 720 International Economics and Finance (3) Covers the framework of international economics and finance. Topics include classical trade theory, balance of payment, models of open economy, export and import economic policies and trade performance, foreign exchange markets, currency options and futures markets, international money markets and capital markets. Specific application will be made to European, Asian and Latin American markets. prerequisite: ECON 504

ECON 765 The Health Services Systems (3) An overview of the U.S. health-care system, including health care as a product and the role of all stakeholders: patients, physicians, staff, hospitals, insurers, employers and the government. Topics include the impact of cost containment and competition on management within hospitals and on physician-hospital relations; alternate delivery systems (HMOs, PPOs); multiunit systems; what makes health care different from standard economic markets; health-care marketing; health insurance, including (a) uninsured/uncompensated care and (b) poorly informed but heavily insured customers; a larger not-for-profit sector and heavy government involvement; and legal aspects of health care, including social, moral and ethical issues. prerequisite: ECON 504 or equivalent

ECON 797 Special Topics in Economic Management (3) Specialized topics in economics allowing flexibility for both the changing developments in business and the educational needs of students. Topic areas may include econometrics, entrepreneurship or organizational architecture. Exact listing of topics and prerequisites may be listed in schedule of classes. prerequisite: ECON 504 or area approval

ECON 799 Individual Research (1-3) Individual research in an area of interest to the student. The expectation is that work equivalent to a regular graduate course will be completed. Formal paper(s) will be written under the supervision of a full-time faculty member. prerequisites: approval of both an economics faculty member and the department chair
ENTREPRENEURSHIP (ENTR)
Entrepreneurship courses (ENTR) are offered by the Merrick School of Business.

ENTR 605 Creativity and the Entrepreneurial Mindset (1.5) Focuses on personal and organizational creativity and enables students to recognize and develop creative abilities in organizations. Includes a final team-based new product pitch that allows students to apply creativity in a business context. 
prerequisite: graduate standing

ENTR 760 Social Enterprise and Entrepreneurship (3) Provides a study of how successful nonprofit organizations respond to the challenges of expanding their impact, being socially responsible and fiscally accountable, and finding new sources of revenue. The course investigates innovative ways to generate both financial and social returns on their investments. Students engage with live social entrepreneurs to evaluate and respond to market opportunities to develop and grow social enterprises.
prerequisite: FIN 640

ENTR 771 The Design/Business Link (3) Design could very well be the major competitive strategy for both manufacturing and service companies. This course has two goals: 1) to provide UB students with an understanding of the role of design in today’s business organizations to more effectively use design to achieve the mutual goals of businesspeople and designers, and 2) to teach students how they can invent, produce and distribute their own products and be entrepreneurs.
prerequisite: MKTG 504 or area approval

ENTR 797 Special Topics: (1-3) Explores specialized topics in entrepreneurship, allowing flexibility for both the changing developments in applied business practice and the educational needs of students. Exact topical coverage and prerequisites are listed in the schedule of classes.

FINANCE (FIN)
Finance courses are offered by the Merrick School of Business.

FIN 505 Essentials of Finance (1.5) Provides introductory-level coverage of financial management. Topics include financial statement analysis, time value of money, financial markets and interest-rate determination, security pricing and valuation, and decision tools. prerequisites: ACCT 505 and ECON 505

FIN 605 Financial Management (1.5) Provides intermediate-level coverage of topics in financial statements and their analysis, financial forecasting, security risk and pricing, capital budgeting and nonpublic corporate finance. prerequisites: FIN 505, OPRE 505, ECON 506 or permission of the MBA program director

FIN 615 Entrepreneurial Finance (1.5) Provides intermediate-level coverage of topics in venture capital and private equity, asset allocation, security risk and pricing, decision-making and nonpublic corporate finance. prerequisite: FIN 605
FIN 625 Corporate Finance (1.5) Provides advanced-level coverage of capital budgeting and intermediate-level coverage of topics in asset pricing, capital structure, dividend policy, and derivative instruments such as options and futures. *prerequisite: FIN 605*

FIN 700 Financial Reporting (3) Integrates U.S. generally accepted accounting principles and International Financial Reporting Standards to develop students’ understanding of financial accounting transactions, reporting standards and financial statements. Case materials and financial statements of U.S. and international companies are incorporated. Topics include standard setting, financial statement presentation issues, measurement issues (including fair-value accounting) and classification and recognition issues. *prerequisites: ACCT 504 and FIN 640*

FIN 704 Financial Markets and Institutions (3) Covers the theory and role of efficient financial markets in the general economy; the structure and regulation of the debt, equity and derivative markets; and the functional management of financial institutions, including commercial and investment banks, investment funds and regulatory agencies. *prerequisite: FIN 504*

FIN 705 Advanced Financial Analysis (3) Designed to extend the knowledge and skills acquired in FIN 640 by applying the tools of financial analysis and decision-making at an advanced level. A variety of case applications include coverage of diagnostic financial-statement analysis and forecasting, cash-flow measurement and valuation, and management of financial policy. *prerequisite: FIN 640*

FIN 715 Investment Analysis (3) Provides the theory and tools for measuring and managing the risk and return of financial instruments in the context of modern portfolio theory. A variety of stock, bond, option and other financial asset valuation techniques are presented throughout the course. *prerequisite: FIN 640*

FIN 720 Global Finance (3) Emphasizes two aspects of global finance: 1) international capital market structure, interest rate and exchange rate determination; and 2) international corporate financial management of risk and return. Topics include interest rate, purchasing power and international Fisher parities; hedging and management of international interest-rate and exchange-rate risk; and foreign exchange forecasting. *prerequisite: FIN 640*

FIN 725 Risk Management (3) Provides a comprehensive overview of concepts and tools of corporate risk management, including identification and measurement of value-added, risk and managing the trade-off between the two. Topics include value-at-risk measures; application of options and futures contracts to risk management; and managing interest rate, credit and other forms of operating risk. *prerequisite: FIN 640*

FIN 735 Portfolio Management (3) Builds upon FIN 715 to address the problems and opportunities of portfolio management rather than individual assets. Topics include both systematic and unsystematic risk and methodologies for making sure that this risk is appropriate for the beneficiaries of the fund. Also addressed are issues in portfolio theory, hedging, macroeconomic analysis, growth versus value
stocks and alternative investments as well as staffing and investment policy documentation and compliance. \textit{prerequisite: FIN 715}

**FIN 750 Real Estate Investment (3)** An advanced course in the analysis and valuation of income-producing real property. Topics include real estate cash flow analysis, internal rate of return, analysis under risk and uncertainty, appraisal techniques, alternative financing forms, market analysis and the securitization of real property and mortgages. Both theory and case analysis are employed, and students will become proficient in the use of ARGUS real estate analysis software. \textit{prerequisite: FIN 640}

**FIN 770 New Venture Financing (3)** Covers financing and entrepreneurial organization from startup to initial public offering and beyond. Topics include identification and assessment of capital needs, financial planning, sources of capital and the role of venture capital, and the capital markets in financing entrepreneurial organizations. \textit{prerequisite: FIN 640}

**FIN 780 Business Valuation (3)** Valuation arises in mergers, acquisitions, divestitures, estate taxation, lost profits litigation, buy-out agreements, commercial lending, venture capital, IPOs and exit strategies. This course addresses valuation modeling using asset pricing theory and practice and employing advanced applications such as EXCEL, the Financial Trading System from Carnegie-Mellon University and the Adaptive Planning budgeting and forecasting system, as well as Harvard cases. The course material is of interest to students who envision careers as CPAs, business valuation and corporate finance analysts and investment bankers. \textit{prerequisite: FIN 640}

**FIN 797 Special Topics in Financial Management (1-3)** Enables the presentation of specialized topics in finance, allowing flexibility for both the changing developments in finance and the educational needs of students. Topic areas may include entrepreneurial finance, cash and liquidity. Exact topics and prerequisites are posted in the University schedule of classes. May be repeated for credit as topics vary. \textit{prerequisite: FIN 640}

**FIN 799 Individual Research (1-3)** Individual research in an area of interest to the student. The expectation is that work equivalent to a regular graduate course will be completed. Formal paper(s) will be written under the supervision of a full-time faculty member. \textit{prerequisites: approval of finance instructor, department chair and academic adviser}

**FORENSIC SCIENCE – HIGH TECHNOLOGY CRIME (FSCS)**
Forensic Science – High Technology Crime courses are offered by the College of Public Affairs.

**FSCS 600 Legal Issues in Forensic Accounting (3)** Examines the general regulations, general laws, and ethics and business policies associated with financial crime. Areas of major focus include legal issues facing management and administration, traditional search and seizure as well as privacy issues, manager and supervisor responsibilities, criminal issues and definitions, chain of custody and ethical considerations. This problem-oriented course focuses on applying the holdings of cases and analyses of statutes to different criminal fact patterns.
FSCS 601 Legal Issues in High Technology Crime (3) Examines the general regulations, general and computer-related law, and ethics and business policies associated with high technology crime. Areas of major focus include description of legal issues facing management and administration, traditional search and seizure as well as privacy issues, manager and supervisor responsibilities, criminal issues and definitions, chain of custody and ethical considerations. Problem-oriented course that focuses on applying the holdings of cases and analyses of statutes to different criminal fact patterns.

FSCS 602 Money Laundering (3) An essential element of financial crimes is the ability to move assets in ways that resist detection. Explores frequently used techniques, reviews national and international laws and practices to prevent money laundering, and describes best practices to minimize the ability to use money laundering as part of financial crimes.

FSCS 610 Identifying Organizational Liabilities and Crime (3) Defines problems, logic and theory, research protocols, personal and organizational risks, criminal and civil liabilities, physical security issues, due diligence matters, environmental concerns and sexual harassment issues. Covers responsibilities of the organization and of the individual. prerequisite: FSCS 601

FSCS 615 Information Retrieval: Paper and Electronic (3) Explores gathering of information and data, evidence collection, storage and security of records, personnel records and related issues, privacy issues, security of customer information, duties and obligations of the information technology field. Also focuses on legal access to these records. Lab fee required. prerequisite: FSCS 601

FSCS 620 Forensic Investigative Techniques I (3) Focuses on traditional investigative techniques (interviews and interrogations), simple data collection, physical evidence, fraud detection, data acquisition and computer techniques, reverse engineering and industrial espionage. Also examines administrative process, the role of human resources and accounting, organizational processes and structures, and chain of command/management. Intended as an introduction to FSCS 720. prerequisite: FSCS 601

FSCS 630 Introduction to Cryptanalysis (3) Provides the historical basis for ciphers and encryption techniques and examines the use of codes in government and commercial applications. Also explores decryption techniques as applied to businesses and to government. Lab fee required.

FSCS 635 Image Analysis (3) Examines the effective manipulation of digital images from digital photographs and videotapes. Discusses identification of authenticity and detection of manipulation in addition to detection of fraud and other criminal activity in these digital media. Lab fee required. prerequisite: FSCS 630

FSCS 640 Steganography (3) Steganography is a process by which information is hidden within other media. Presents tools (software) to detect such hidden information, including files, images, network traffic, disks, etc., that masquerade within any system. Also presents the processes of hiding or encrypting data to inhibit a forensic analysis and of the detection and counter-resolution of hidden information. Lab fee required. prerequisites: FSCS 630 and 635
FSCS 685 Issues in Forensic Investigation (3) Explores investigative theory and issues of forensic investigations. Examines the use of forensic science to various statutory offenses, solving crimes, and legal proceedings. Presents current issues in forensic investigations and analyzes its impact on the processing of criminal law and administration of justice. Chain of command in evidence preservation and the validity of forensic evidence in criminal proceedings are emphasized throughout the course.

FSCS 720 Forensic Investigative Techniques II (3) A continuation of FSCS 620 with special attention to computer systems and network systems. prerequisite: FSCS 601

FSCS 724 Protection of Data/Information (3) Examines prevention of data/information loss by theft, intrusion and natural disaster and assessment of vulnerabilities and their remediation. Also presents protocols for security and for effective data storage and examines assessment of risk. Lab fee required. prerequisite: FSCS 615

FSCS 727 Computer and Digital Forensics (3) Examines the use of specialized techniques for recovery, authentication and analysis of electronic data; reconstruction of computer usage; examination of residual data; and authentication of remaining data. Also, examines the effective manipulation of digital images from digital photographs and videotapes. Discusses identification of authenticity and detection of manipulation in addition to detection of fraud and other criminal activity in these digital media. prerequisite: FSCS 615

FSCS 728 Information Systems, Threats, Attacks and Defense Strategies (3) Examines information systems and the threats from malicious activities that attempt to collect data from or disrupt, deny or destroy information within a system. Explores origins of such attacks and effective responses to threat. Also, examines the process of Steganography by which information is hidden within other media. Presents tools (software) to detect such hidden information, including files, images, network traffic, disks, etc., that masquerade within any system. Also presents the processes of hiding or encrypting data to inhibit a forensic analysis and of the detection and counter-resolution of hidden information. prerequisites: FSCS 615 and 727

FSCS 730 Incident Response I (3) Explores the development of effective responses to active attacks on computer systems and networks, coupled with analysis of the breakdown of protective measures. prerequisite: FSCS 724

FSCS 734 Incident Response II (3) Explores the management of emergency situations arising from natural disasters or civil disorder and the development of proper planning. Provides training in the proper maintenance of computer systems and networks that involve both technical and physical security of systems, physical plant and personnel. prerequisite: FSCS 730

FSCS 740 Graduate Internship (3) Provides field experience to students through laboratory assignments with various forensic or criminal justice entities. Course is completed at the end of the program and requires submission of a journal and a research paper. Eligible for continuing studies grade.
prerequisites: successful completion of all core courses in the M.S. in Forensic Science – High Technology Crime program and permission of program director

**FSCS 750 Capstone Project (3)** Capstone course requires students to integrate and apply knowledge, theories, principles, skills and practical applications learned in Master of Science in Forensic Science – High Technology Crime core courses to actual high technology case scenarios. **prerequisites: successful completion of all core courses in the M.S. in Forensic Science – High Technology Crime program and permission of program director**

**FSCS 753 Computer and Digital Security Management (3)** A study of the management of networks, types and sources of threats and vulnerabilities, risk management, firewalls and other security issues. Lab fee required. **prerequisites: FSCS 615, 727 and 728**

**GLOBAL AFFAIRS AND HUMAN SECURITY (GAHS)**
Global Affairs and Human Security courses are offered by the School of Public and International Affairs in the College of Public Affairs.

**GAHS 504 Seminar in Globalization and Social Change (3)** Beginning with an examination of the traditional way of thinking about international relations, this course examines global changes over the past half-century and examines the driving forces of globalization: trade, finance, technology and population growth. The course also explores the impact of globalization on political authority, on conflict between states and groups, on economic and personal well-being and on environmental sustainability. Particular attention is paid to the impact of globalization on state, local and national administrative agencies.

**GAHS 508 International Organization (3)** Looks broadly at the structure and function of international organization and the pursuit of human security. The course examines a variety of formal institutions, such as the United Nations and its ancillary organizations, the European community and the World Trade Organization, as well as less formal nongovernmental institutions. It also explores international law as a form of organization in addition to international regimes; the implicit norms, rules and processes around which the expectations of global actors converge; and the impact of this complex network of organization via a focus on elements of human security.

**GAHS 600 Managing NGOs (3)** Provides an overview of the nongovernmental sector, nongovernmental organization creation and management of NGOs. The course covers how to create and manage an NGO, the legal requirements for creating an NGO, the roles and responsibilities of members of the board of directors in governing an NGO, managing staff and volunteers, fundraising, income generation possibilities and required reporting.

**GAHS 605 New Approaches to Economic and Social Development (3)** Critically examines innovative and effective strategies for addressing a variety of social, economic, demographic, urban, ecological and institutional issues in selected nations in Asia, Africa, Latin America and the islands of the Atlantic and Pacific oceans. The course reviews the varied working definitions of "development" using multiple case
studies drawn from the work of the World Bank, the Asian and African development banks, and the Inter-American Development Bank; the work of Muhammad Yunus and the Grameen Bank; the work of multilateral organizations like the United Nations Development Programme and of a variety of nongovernmental organizations, such as the Institute of International Education, the Academy for Educational Development, the Worldwatch Institute and others. Theories of political economy and local community development are also examined and critiqued.

GAHS 740 Seminar in Human Security (3) Highly interactive, graduate-level seminar that examines the evolution of human security as a concept distinct from national security and that explores how transnational actors—from global elites to NGOs, intergovernmental organizations to supranational bodies—work together to promote good governance, sustainable development and human well-being. The course pays particular attention to contemporary issues in human security and uses case studies to familiarize students with theories, concepts and ideas as well as their application in the modern world. prerequisite: 24 credits in the M.S. in Global Affairs and Human Security program or permission of the program director

GAHS 760 Internship/Field Placement Seminar (3) Graduate-level seminar intended to provide an opportunity to students to integrate learning from their internship/field placement with course themes and concepts studied in the Global Affairs and Human Security program. prerequisite: permission of the program director

HUMAN SERVICES ADMINISTRATION (HSAD)

Human Services Administration courses are offered by the School of Health and Human Services in the College of Public Affairs and by the social science department at Coppin State University.

HSAD 600 Fundraising and Grant Writing (3) Provides students with a thorough grounding in the principles and practice of fundraising and grant proposal development. Structured to mirror the process of fundraising management, the course leads students to develop either a fundraising plan or grant proposal for their own nonprofit entity or a case study of the organization. Students consider planning frameworks and a variety of conceptual tools before moving on to consider donor behavior (the underlying psychology and sociology) and each major form of fundraising in turn. The course concludes with an examination of the critical managerial and sectoral issues impacting fundraising, such as campaign integration, benchmarking of performance, and public trust and confidence.

HSAD 602 History and Foundations of Human Services Systems (3) History and foundations of human services practice. Societal factors that have fostered the evolution of human services are emphasized and basic strategies and tactics common to the delivery of human services are reviewed.

HSAD 603 Contemporary Issues in Human Services Administration (3) Overview of the current status of the field of human services and the political, sociocultural and economic contexts of administration. Discussion of the conceptual and theoretical issues related to the practical skills necessary for administering human services agencies. Offered at Coppin State University. prerequisite: HSAD 602 or permission of instructor
**HSAD 610 Strategies for Human Services Program Planning (3)** Focuses on the various properties and implications of planned change. Emphasis on models, strategies and roles required when working within organizations and in the community to develop new programs with input from a variety of stakeholders.

**HSAD 611 Program Evaluation and Policy Analysis (3)** Study of the conceptual and methodological issues concerning the evaluation of human services programs. Includes focus on statistical and data analysis skills and on the relationships between the program/policy design and analysis/evaluation. Offered at Coppin State University. *prerequisite: HSAD 610 or permission of instructor*

**HSAD 620 Human Services Leadership and Supervision (3)** Theoretical and practical analysis of organizational leadership, personnel (employee and volunteer) supervision, workplace design and the ethical dimension of leadership in human services agencies. Provides training in organizational relationships and staff development. Job-related case studies are used to apply principles of supervision and leadership. Offered at Coppin State University.

**HSAD 621 Administrative Decision-Making in Human Services Agencies (3)** Decision-making at the individual, work group, departmental and organizational levels within the context of human services agencies. Emphasizes development of skills necessary for securing consistency of practice, the coordination of various planning units and the economizing of planning efforts. *prerequisite: HSAD 620 or permission of instructor*

**HSAD 695 Field Practicum I: Human Services Administration (3)** Fieldwork training experience at a human services agency under the guidance of the UB and Coppin State program directors and an on-site agency mentor. Eligible for continuing studies grade. *prerequisite: permission of program directors*

**HSAD 696 Field Practicum II: Human Services Administration (3)** Continuation of HSAD 695. Fieldwork training experience at a human services agency under the guidance of the UB and CSU program directors and an on-site agency mentor. Eligible for continuing studies grade. Offered at Coppin State University. *prerequisites: HSAD 695 and permission of program directors*

**HSAD 698 Research Practicum I: Program Planning, Implementation, Evaluation (3)** Under the guidance of the program directors and a research committee, the student prepares an original work that displays research and writing skills. Topics include a realistic, feasible plan for a new human services program, implementation of a new program and/or evaluation of a program. Eligible for continuing studies grade. Offered at Coppin State University. *prerequisite: permission of program directors*

**HSAD 699 Research Practicum II: Program Planning, Implementation, Evaluation (3)** The student continues to prepare the original work begun in HSAD 698 and will then formally defend the work before his/her research committee. *prerequisite: HSAD 698*
HEALTH SYSTEMS MANAGEMENT (HSMG)
Health Systems Management courses are offered by the School of Health and Human Services in the College of Public Affairs.

HSMG 630 The Legal Environment of Health-Care Management (3) Provides a framework for understanding the legal implications of advancing medical technologies and of new forms for health services financing and delivery systems.

HSMG 632 Biostatistics (3) Provides a broad overview of biostatistical methods, concepts and reasoning as applied to decisions in health systems management.

HSMG 640 Epidemiology (3) Provides an introduction to quantitative and methodological approaches to identifying the determinants and distribution of diseases in populations.

HSMG 641 Cardiovascular Epidemiology (3) Provides an overview of cardiovascular diseases, with an examination of prevention strategies, policy issues and future directions.

HSMG 642 Infectious Disease Epidemiology (3) Provides an overview of infectious disease epidemiology, with an examination of prevention and control strategies and policies.

HSMG 643 Epidemiology of Health Services (3) Provides an understanding of the determinants of health and disease in populations, limitations of data sources for patterns of morbidity and mortality, and applications of epidemiologic methods in health policy and management decisions. Students also engage in critical assessments of epidemiologic decision-making.

HSMG 650 Quantitative Management Methods for Decisions in Health Systems (3) Provides an operational understanding of quantitative models to support resource allocation decisions. Students develop an understanding of the process of quantitative modeling; learn to identify appropriate and inappropriate applications of techniques such as linear programming, forecasting, decisions analysis, scheduling and inventory control models; develop a conceptual as well as a computational understanding of these models; and critically evaluate a published operations research application. 

prerequisite: HSMG 632

HSMG 651 Survey Research and Data Analysis for Health Administrators (3) Provides hands-on experience using data analytic methods that are typically used in health-care settings. Emphasizes surveys and their application to managerial decisions.

HSMG 660 Comparative Global Health and Human Security (3) Examines the social, economic and political determinants of a nation’s health-care infrastructure; variations in national capacities and de facto national priorities; the role(s) played by international organizations and initiatives; how wide and persistent disparities influence human security; and the effects that shocks such as regime change or political upheaval, conflict or widespread human rights violations have on health and human security. In
addition to basic sanitation (potable water and managing human waste), access to medicines is emphasized as a fundamental need.

**HSMG 691 Health Planning and Program Evaluation (3)** Explains the theoretical and historical foundations of health planning, the relationship between health planning and regulation and the application of planning methods.

**HSMG 695 Health Care Management Information Systems (3)** Provides an extensive overview of information systems in health-care organizations from the perspective of health systems managers.

**HSMG 697 Health Insurance and Prepaid Health Care (3)** Provides an operational understanding of insurance and alternate payment methods in health care. Includes topics relating to risk management and the roles of government, employers and individuals in the selection and use of insurance products for health care.

**HSMG 698 Health Care Fraud and Detection Analysis (3)** Designed to familiarize students with the working of major federal health programs such as Medicare, Medicaid and the Children's Health Insurance Program. Identifies patterns of improper and fraudulent payments to providers in these programs, describes the forensic investigative techniques needed to uncover fraudulent financial transactions such as payments and examines the means to recover payments and to reduce future fraudulent practices.

**HSMG 699 Health Finance (3)** Focuses on selected, topical health-finance issues such as health insurance reform, Medicare finance revisions and emerging health-finance issues, such as preparing and financing a comprehensive national bio-preparedness program.

**HSMG 701 Health Economics (3)** An overview of the structure and financing of the U.S. health-care industry. Students learn to apply economic principles to understanding the behavior of consumers, physicians, allied health professionals, hospitals, insurers, employers and government in the health-care market. Examines how the U.S. health-care system compares to health-care systems in other countries.

**HSMG 702 Special Analysis of Health-Care Fraud (3)** Provides a full understanding of major health-care fraud investigations conducted by the U.S. Department of Health and Human Services, Office of Inspector General and the U.S. Department of Justice Criminal Division. Students study the structure and operation of the Office of Inspector General and its annual audit activities related to specific health-care programs as well as relevant reports issued by the General Accountability Office pertaining to health-care program improvements that could mitigate health-care fraud.

**HSMG 709 Individual Research (1-4)** Individual research on an academically sound project of interest to the student in consultation with a monitoring faculty member. Depending on the scope and depth of research, from 1 to 4 credits may be earned for successful completion of this course. **prerequisite:** permission of program director and monitoring faculty member
HSMG 711 Special Topics in Health Systems Management (3) Specific topics, issues and trends in health management that are of mutual interest to faculty and students. This course may substitute for PUAD 751: Policy Issues in Health Care.

HSMG 752 Internship (3) Serves to build a bridge between theory and practice. Students have the opportunity to apply their knowledge and acquire insights into the management of health service organizations. **prerequisite: completion of 27 graduate credits prior to beginning course or permission of program director**

HSMG 766 Health Systems Management: Organizational Design and Human Resources (3) Builds on PUAD 755 and provides an in-depth examination of organizational design theories, their applicability to various health-care settings and their implications for human resources and labor relations.

**INNOVATION MANAGEMENT AND TECHNOLOGY COMMERCIALIZATION (IMTC)**
Innovation Management and Technology Commercialization courses are offered by the Merrick School of Business.

**IMTC 601 Business Fundamentals for Entrepreneurs and Innovators I (3)** Designed to be one of the first two courses in business for M.S. in Innovation Management and Technology Commercialization candidates from nonbusiness backgrounds. Topics focus on aspects of business and management studies relevant to new venture creation and innovation. These include small-team formation and leadership, creativity, marketing new products and services and other relevant topics. **prerequisite: admission to the M.S. in Innovation Management and Technology Commercialization program or permission of instructor**

**IMTC 602 Business Fundamentals for Entrepreneurs and Innovators II (3)** Designed to be one of the first two courses in business for M.S. in Innovation Management and Technology Commercialization candidates from nonbusiness backgrounds. Topics focus on aspects of business and management studies relevant to new venture creation and innovation. These include accounting and finance topics such as accounting for intangibles, valuation, finance, sources of finance and other relevant topics. **prerequisite: admission to the M.S. in Innovation Management and Technology Commercialization program or permission of instructor**

**IMTC 750 Introduction to Innovation Management and Technology Commercialization (3)** Designed to be the survey course for the M.S. in Innovation Management and Technology Commercialization program. Topics include the innovation process, creativity, research and development, technology transfer and new product development. **prerequisite: IMTC 601 or permission of instructor**

**IMTC 761 Patents, Trademarks and Technology (3)** Introduces students to three important areas of intellectual property law: trade secrets, patents and trademarks. Together, these bodies of law protect the technology, image and brand for products, processes and services. The course addresses the policies underlying the protection of intellectual property and compares the different ways intellectual property can be used to protect commercial interests, particularly in rapidly changing technological areas like...
computers and the Internet. This course is intended for students who want an introduction to intellectual property. **prerequisite: IMTC 750 or permission of instructor**

**IMTC 790 Managing the Growing Technology Firm (3)** Addresses the principal business-related issues facing senior- and middle-level managers in growing technology-oriented firms. Topics include marketing, strategy, human resources management and managerial accounting as each relates to this organizational setting. **prerequisite: IMTC 750 or permission of instructor**

**IMTC 791 Resource Acquisition for Technology Ventures (3)** Addresses the processes by which technology ventures acquire resources to implement strategies. Topics include bootstrapping, angel financing, venture capital, strategic alliances, corporate venturing, licensing and government financing of technology ventures. **prerequisite: IMTC 602 or permission of instructor**

**IMTC 792 Innovation in Developing and Emerging Economies (3)** Addresses the distinctive innovation practices in developing and emerging economies. Topics include frugal production, reverse innovation, and bottom-of-the-pyramid strategies. **prerequisite: IMTC 750 or permission of instructor**

**INTEGRATED DESIGN (DESN)**

Integrated Design courses are offered by the School of Communications Design in the Yale Gordon College of Arts and Sciences.

**DESN 615 Integrated Design Studio I: Principles (3)** An intensive studio experience addressing visual perception and the principles of design through readings on visual theory. Using primary texts, students explore design principles from key historic, psychological, abstract and artistic points of view. Students complete a major project in their area of specialization. Lab fee required.

**DESN 616 Integrated Design Studio II: Typography (3)** An intensive, multilayered studio experience focused on the study of typography at the micro level. Students discuss both classical and contemporary typographic principles based on class and individual reading and research. Students render a typeface design over the course of the semester. Lab fee required. **prerequisite: PBDS 645 or equivalent**

**DESN 617 Creative Concepts (3)** Exploration of creative processes and strategies for generating effective visual and verbal ideas. Analysis of creative solutions in various publications supplements practice in applying problem-solving techniques. Lab fee may be required.

**DESN 723 Theory of Visual Communication (3)** Examines the fundamental characteristics that differentiate visual images from other modes of communication and considers ways that visual elements convey meaning in isolation and in combination. Students study real-world cases to better understand how theoretical concepts and constructs are used to solve communication problems.

**DESN 791 Practicum in Integrated Design (3)** Students apply skills and knowledge from coursework to high-level internships. Students interested in careers as professional designers work in design firms and related organizations; students interested in college teaching careers teach classes under faculty
supervision. Eligible for continuing studies (CS) grade. *prerequisites: permission of program director and all M.F.A. in Integrated Design coursework except DESN 793 and DESN 797*

**DESN 793 Proseminar in Integrated Design (3)** Provides an overview of proposal development and design research in integrated design anchored in the literature and practice of the field. Students develop the requisite skills for bringing the proposal to completion. The course culminates in a research proposal that may be presented to the division as a thesis proposal. *prerequisites: M.F.A. candidacy and permission of program director*

**DESN 797 Integrated Design Thesis (6)** Independent and original design project supervised by one or more faculty members. Product reflects an understanding of graphic design principles and demonstrates excellence in conceptualizing and executing design solutions to communication problems. Finished work is reviewed by a faculty committee. Pass/fail grading. Eligible for continuing studies (CS) grade. Lab fee required. *prerequisites: all other M.F.A. in Integrated Design coursework and program director’s approval of thesis topic prior to registration*

**DESN 798 Continuous Enrollment (1)** Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee required. *prerequisite: completion of all course requirements and candidacy for the degree program*

**INTERACTION DESIGN AND INFORMATION ARCHITECTURE (IDIA)**

Interaction Design and Information Architecture courses are offered by the School of Information Arts and Technologies in the Yale Gordon College of Arts and Sciences.

**IDIA 612 Interaction and Interface Design (3)** Explores electronic publication environments as fluid spaces where interactions among people, machines and media (words, images, sounds, video, animations, simulations) must be structured for the unforeseen. The course focuses on planning, analyzing, prototyping and integrating interaction design with interface design. Lab fee required. *prerequisite: PBDS 660 or passing score on the hypermedia proficiency exam*

**IDIA 614 Sequential Visualization and Analysis (3)** Teaches students to use sequential visual narratives—storyboards, flowcharts, prototypes and simulations—as analysis tools for the development of information systems. The course draws on theoretical approaches to film as well as other forms of visual storytelling, including animation, illustration and comics. Through a series of practical, analytical and creative projects, students learn to apply storyboards and limited multimedia prototypes to interface design and develop content. Lab fee required. *prerequisite: PBDS 660 or passing score on the hypermedia proficiency exam*

**IDIA 616 Designing for Mobile Web (3)** Hands-on application and site development for the mobile Web. Students learn current programming languages and development environments for the latest mobile
devices and work intensively on a major mobile design project. Lab fee required. **prerequisite:** PBDS 660 or passing score on the hypermedia proficiency exam

**IDIA 618 Dynamic Websites (3)** Familiarizes students with the basic concepts and vocabulary of website programming, including application scripting, database management, object-oriented programming and full-lifecycle software development. Provides students with the fundamental skills required to develop and maintain a dynamic, data-driven website. Each student develops a complete website using a simple text editor to create and manipulate relational data, learn a middleware markup language to store and retrieve data and control the rules of interaction, and write HTML to format data and control display. Lab fee required. **prerequisite:** PBDS 660 or passing score on the hypermedia proficiency exam

**IDIA 619 Interactive Multimedia (3)** Practical and theoretical introduction to genres, strategies and techniques for producing interactive multimedia projects for the Internet. Students learn to program with a scripting language such as Action Script to create interactive information tools such as games, simulations and dynamic websites. Background readings provide theoretical and practical context for development of individual projects. Lab fee required. **prerequisite:** PBDS 660 or passing score on the hypermedia proficiency exam

**IDIA 620 Information Culture (3)** Surveys important developments, implications and problems in the development of modern information technologies, emphasizing their relevance to the Internet and other current contexts. Students are expected to become conversant with the technical and intellectual roots of technological development and at the same time understand important social issues surrounding that development. Beginning with the transition from orality to literacy and moving through the emergence of print, the course situates innovation in larger narratives of cultural change and historical process, continuing into the post-Cold War expansion. Instructors focus on various relevant themes that may include electronic democracy, the digital divide, globalization and postnationalism, identity and security issues, and the social implications of “mass” versus “hyper” media. Lab fee required.

**IDIA 622 Social Media for Organizations (3)** Introduces the use and administration of social media tools within an organization. Topics include implementation, management and policy issues surrounding these technologies. Requires students’ active participation within online social communities. Lab fee required.

**IDIA 624 Virtual Worlds: Simulation and Invention (3)** Explores dynamic, 2.5-dimensional representations as virtual worlds or surfaces for exploration and adventure. Teaches practical, hands-on skills with a range of applications for creating virtual worlds while at the same time exploring these spaces conceptually and culturally. Lab fee required. **prerequisite:** PBDS 660 or passing score on the hypermedia proficiency exam

**IDIA 630 Information Architecture (3)** Teaches students to gather requirements data, model information structures and develop a variety of documents to communicate the information architecture to other participants, including technical experts, usability experts, clients and users.
Students learn to determine a target audience, develop personas or user profiles, refine and validate requirements and create site maps and other “specs” and wire frames. Lab fee required. **prerequisite:** *PBDS 660 or passing score on the hypermedia proficiency exam*

**IDIA 640 Humans, Computers and Cognition (3)** Introduces concepts, theories and methods that support the study of human-computer interaction and user-centered system design. Major approaches to machine-mediated learning and understanding are surveyed, with an emphasis on problem-solving, knowledge representation, structure of knowledge systems and problems of interface design. Prepares students to understand and analyze research based on empirical study of human behavior and on models of learning and understanding. Lab fee required.

**IDIA 642 Research Methods (3)** Introduces the chief methods for studying users’ interactions with software and information resources. Encompasses both quantitative and qualitative methods, including analysis of logs, indirect observation, traditional usability studies and ethnographic techniques. Lab fee required.

**IDIA 644 Ethnography of Digital Culture (3)** Contemporary information technologies are often said to be immersive, creating distinctive and highly detailed virtual experiences. Thus the discipline of ethnography, which teaches researchers to understand social activity through immersive exposure, seems particularly appropriate to the study of digital cultures. Ethnographic analysis provides powerful tools for experienced designers and usability researchers who seek to understand how communication systems deeply affect individuals and societies. This course introduces the foundations and basic methods of ethnography and looks at several applications of this discipline to current communications practices. Assignments center on fieldwork and other applied activities. Lab fee required.

**IDIA 730 Topics in Advanced Information Architecture (3)** Intensive exploration of topics in advanced information architecture of mutual interest to students and faculty. Content varies according to the concurrent interests of faculty and students. Course may be repeated for credit when topic changes. Lab fee required. **prerequisite:** *PBDS 660 or passing score on the hypermedia proficiency exam and IDIA 630*

**IDIA 742 Topics in User Research (3)** Intensive exploration of topics in user research of mutual interest to students and faculty. Content varies depending on the interests of faculty and students. Course may be repeated for credit when topic changes. Lab fee required. **prerequisites:** *PBDS 660 or passing score on the hypermedia proficiency exam and IDIA 642*

**IDIA 750 Special Topics (3)** Intensive exploration of topics in hypermedia, information architecture or interaction design of mutual interest to students and faculty. Course may be repeated for credit when topic changes. Lab fee required. **prerequisite:** *PBDS 660 or passing score on the hypermedia proficiency exam*

**IDIA 790 Independent Study (1-3)** Research or problem-solving project in some aspect of publications design. Topics and number of credits vary with individual student interests. Eligible for continuing studies grade. Lab fee required. **prerequisite:** *permission of program director*
IDIA 798 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. **prerequisite:** completion of all course requirements for degree program

IDIA 799 Thesis/Project (3-6) Preparation of a work of original research or a substantial interactive or interface project displaying practical knowledge of relevant research. Each student develops a substantial project or produces a master’s-level thesis. Projects and research are presented to program faculty for critique. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee required. **prerequisites:** PBDS 660 or passing score on the hypermedia proficiency exam, and permission of program director

IDIA 810 Proseminar (3) Provides students with the opportunity to build research contexts and refine plans for their degree projects. Generally includes discussion and analysis of a topic having common relevance to the projects under development. Engages students in constructive critique of project ideas and in sharing research resources and approaches. Lab fee required. Required of all D.S. students prior to taking the qualifying examination.

IDIA 842 Methods for User Research (3) Introduces empirical user research methods such as contextual inquiry, ethnographic field studies, card sorting, image collaging and usability testing that provide the foundation for user-centered interaction and communications design. Lab fee required.

IDIA 898 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. **prerequisite:** completion of all course requirements for degree program

IDIA 899 D.S. Project (1-6) Research and work connected to the doctoral project under the direction of a faculty adviser. A minimum of 6 semester hours is required for the D.S. in Information and Interaction Design degree. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee required.

**INFORMATION SYSTEMS (INSS)**

Information Systems courses are offered by the Merrick School of Business.

INSS 605 IT for Business Transformation (3) Examines the key roles that information systems and technologies play in the current business environment as well as the disruptive and innovative nature of information systems in promoting the fundamental transformation of industries, businesses and society. Covers current major issues in the field of management of information systems, such as social
prerequisites: graduate standing, basic familiarity with computer applications such as WORD and EXCEL is assumed
such as those from Oracle and Peoplesoft. *prerequisites: computer literacy and word processing, spreadsheet and database competencies*

**INSS 701 Internet Development for Business (3)** Covers the issues involved with managing an organization’s website. Issues include content management, scalability, security, reliability and usability. Topics include tools and techniques for developing and managing large-scale websites, such as Dreamweaver, ColdFusion and XML. *prerequisites: computer, browser and network literacy*

**INSS 737 Strategic Management of Information Technology (3)** Covers information systems strategy and management from a top management perspective. Information technology is an integral part of most products and services of the post-industrial society of the 21st century and has changed the top management job. Topics include business models and organization forms in the information age, IT as a business enabler, IT and competitive strategy, information for management control, analysis and redesign of business structure and processes, knowledge management and information networks, interorganizational networks, sourcing strategies, interfacing with the IT function, reliability and security, and ethical and policy issues. The course relies extensively on the case method, and students supplement their analyses with current information obtained from the Web or directly from the firms under study in the cases. *prerequisite: INSS 605*

**INSS 738 Advanced Database Systems (3)** Examines current trends and major issues in databases, including data warehousing; data mining; data quality; data stewardship; Web-based systems; and object-oriented, distributed and enterprise-wide systems. This course uses software systems like ORACLE and PeopleSoft to demonstrate some of these concepts. *prerequisite: INSS 651*

**INSS 739 Systems Architecture (3)** Covers the process and techniques used in the design and implementation of information systems. Emphasis is on systems architecture and on the integration of new systems into an existing infrastructure. Topics include types of system architecture and large-scale system design, including middleware and software components, database design and integration. *prerequisite: INSS 671*

**INSS 740 Introduction to Security Management (3)** An overview of principles and issues in business and organizational security management. Students examine the challenges embodied in various aspects of security mentioned above. Planning for loss prevention and the protection of assets is examined. Students use situational analyses, case studies and other research-oriented approaches. *prerequisite: INSS 605*

**INSS 742 Data Mining for Strategic Advantage (3)** An overview of data mining and how these techniques can be used to predict behavior patterns. Emphasizes both theoretical and practical understanding related to pattern recognitions, trends, predictions, categorization and exploration used in data mining. Security, ethical and legal issues related to data mining are examined. Applications of data mining tools in business security, marketing and government are presented. Students use situational analyses, case studies and other research-oriented approaches. *prerequisites: OPRE 505, OPRE 506 and INSS 605*
INSS 751 Operating Systems (3) Provides a solid understanding of modern operating systems (OS) concepts and trends—distributed computing, parallel architecture and open systems. Topics include kernel, process and threads, concurrency and deadlock, scheduling, memory management, storage area network (SAN), network attached storage (NAT), disk performance, redundant array of independent disks (RAID), file systems, symmetric multiprocessing (SMP), clusters, middleware, distributed processing and client/server and OS security. Covers Microsoft Windows and Linux basic concepts including overview at both the graphical user-interface and command-prompt levels, basic tools to manage applications and processes, devices, services, users, drives and partitions, virtual memory (swapfiles), networking and security. This is a project-oriented course, offering hands-on experience in both Windows and Linux. prerequisite: INSS 605

INSS 752 Web Server Management and CGI Programming (3) Provides an understanding of Web server installation, setup and management (particularly Apache and IIS); developing interactive, server-based applications with the Web Common Gateway Interface (CGI), Active Server Pages (ASP) or PHP; and applications manipulating databases on the Web (particularly MySQL). Topics include HTML and forms review, Apache and IIS Web Server, CGI specifications, Practical Extraction and Report Language (Perl) scripts syntax, commands and CGI libraries, creating and porting CGI scripts, installation and use of MySQL database server, Perl DBI and MySQL, integrating Apache and MySQL, ASP and PHP concepts. prerequisites: INSS 651 and INSS 701

INSS 753 Internet and Network Security (3) Familiarizes students with basic security threats on networks connected to the Internet, with basic tools to provide user and system security and with security resources available on the Internet. Focus is on digital and infrastructure security. Topics include security framework overview, footprinting, scanning, enumeration, hacking framework, backdoor servers and Trojans, rootkits, Windows (98/NT, 2000/XP) and Linux vulnerabilities, dial-up, VPN and network devices vulnerabilities, firewalls, Intrusion Detection System (IDS), Denial of Service (DoS) and DDoS, buffer overflows, spyware, phishing, social engineering and protecting the Web end-user. This is a project-oriented course that uses a restricted-access UB lab to practice the use of hacking and security tools. prerequisites: INSS 650 and INSS 751 or permission of instructor

INSS 765 e-Commerce Technologies and Applications (3) Provides a managerial and technical perspective on e-commerce applications. Emphasis is on the operational, tactical and strategic applications of e-commerce and the major technologies involved in their development. Covers the different types of e-commerce, the technologies and techniques involved and the major issues facing organizations conducting electronic commerce. Managerial topics include mobile commerce; business, consumer and government e-commerce uses; and legal and regulatory issues. Technical topics include network infrastructure, e-commerce security and data representation, and transformation and exchange technologies such as XML. prerequisite: INSS 605 or equivalent

INSS 792 Advanced Topics in Database Management Systems (3) Examines current and emerging trends, technologies and practices in database management systems. Topics may include but are not limited to data warehousing, data mining, distributed database systems, knowledge discovery tools and
INSS 797 Advanced Topics in Information Systems (3) An exploration of advanced topics in information systems of interest to faculty and students. Prerequisites and topics are selected and printed in the schedule of classes.

INSS 799 Individual Research: Information Systems (1-3) prerequisites: approval of information systems instructor, department chair and academic adviser

LEGAL AND ETHICAL STUDIES (LEST)
Legal and Ethical Studies courses are offered by the Division of Legal, Ethical and Historical Studies in the Yale Gordon College of Arts and Sciences.

LEST 500 Legal Research and Analysis (3) Intensive course on the ways law and regulations are made and interpreted, the sources of legal research and proper styles of legal citation. Students are required to learn how to read and analyze court decisions and to write effectively about legal issues. Required of all students in the first semester upon entering the program.

LEST 501 Legal and Ethical Foundations (3) In-depth exploration of the organization of the American legal system, the practical basis of law, how lawyers think and the workings of the adversarial system. Examines how law is organized as a field of knowledge and practice and how it functions as an instrument of government and arena of dispute resolution. Raises issues of law’s relationship to other disciplines such as philosophy, history and the social sciences and assesses law’s effectiveness in promoting justice and social policies. Grading: letter grade only.

LEST 506 Historical Perspectives (3) Explores the Anglo-American legal tradition from a variety of perspectives, including U.S. constitutional history, the role of the common law in the establishment of America’s legal systems and Maryland’s legal history. Considers the broader Western tradition of constitutionalism, limited government, religious toleration and fundamental rights in relation to contemporary legal issues. A research paper is required.

LEST 507 Legal and Ethical Arguments (3) Intensive course on the theory and practice of legal, ethical and policy arguments. Includes case analyses and exercises in the practical application of theories of persuasion. Explores the differing character of arguments for different professional contexts and audiences.

LEST 508 Law and Morality (3) Study of traditional and contemporary views on the nature of law and the nature of morality, and the ways they relate. Does the American legal system promote goodness and social justice? Topics covered include theories of justice and legitimacy, natural law and natural rights, legal positivism and various applied topics including legal protection of basic rights, equal protection under the law and civil disobedience.
LEST 600 Complex Legal Analysis (3) Advanced legal analysis and writing. Emphasizes high-level comprehension of cases and statutes, solidification of good legal research techniques and effective presentation of written legal analysis and argument. Students look at important legal issues, as a means of developing skills useful in law, in a variety of areas as subjects for class discussion and exercises and writing assignments. **prerequisite: LEST 500**

LEST 601 Ethics and Advocacy (3) Provides a detailed study of current legal ethics. Promotes understanding of ethical conflicts faced by lawyers in their daily professional and personal lives, demonstrates methods of reconciliation of conflicts among competing ethical rules and standards, and compares and contrasts legal ethics with conventional ethical norms. Surveys the contemporary culture of the legal profession in its various settings, including professional, judicial and educational environments in which legal ethics are embedded. **prerequisites: LEST 501, LEST 507 and LEST 508 or permission of program director**

LEST 602 Origins of Law (3) Examination of the concepts that have been used as the basis for legal systems around the world, including common law, civil law and various non-Western and traditional systems. Considers the legal relationship between the individual and the state in these systems as well as the key elements and procedures used by each and what they can tell us about the essential nature of legal systems and the law itself.

LEST 603 Law of Contracts (3) Explores the elements of a legally enforceable agreement, defenses to contract actions and statutory modifications to the common law of contracts. Considers the balancing of different interests in contemporary contract law, including considerations of fairness, social and economic policy objectives, and individuals' freedom to structure commercial and personal relationships.

LEST 604 Law of Business Organizations (3) Introduction to the law of business organizations, including their history, function and public policy implications. Forms covered include individual proprietorships, partnerships and corporations as well as newer variations such as limited liability companies. Topics include methods of finance and control and the rights and obligations of the principals, agents and third parties.

LEST 605 Areas of Law (3) Varying course offering that explores a particular area of law. Course may be repeated for credit when topic differs.

LEST 606 Family Law (3) The legal problems confronting modern families. Examines the law of marriage, marriage-like relationships, cohabitation and divorce in the context of the ever-changing definition of family. Also considers legal issues relating to children, including custody, support and the complications arising from reproductive technologies.

LEST 607 Property Law (3) Basic law of property, including philosophical and ethical justifications and important historical developments in the scheme of ownership in Anglo-American law. Focus is on current property law from the viewpoint of its underlying rationales and policy considerations.
LEST 609 Employment Law (3) The law of employment in its social, ethical and historical contexts. Examines common law principles of employment contracts, the employment at will doctrine and a wide range of regulatory regimes governing work. Students consider leading cases in their economic, social and historical contexts and employment law in its practical and principled applications by taking up the ethics of human resources and industrial relations.

LEST 610 Special Legal Topics (3) Varying course offering that explores a particular issue, context or method of the law. Course may be repeated for credit when topic differs.

LEST 614 Torts (3) The civil law of reparation for harm done by wrongful acts. Examines many of the causes of action available under theories of intentional wrongdoing, negligence and strict liability. Considers the range of problems and issues that arise in contemporary practice as well as their historical roots.

LEST 615 Criminal Law (3) Substantive, procedural and constitutional criminal law. Criminal law involves those actions that society identifies as particularly contrary to morality and society's best interests. Students study the classification of certain actions as crimes and the rationales for such classification, based on the Model Penal Code and Maryland Criminal Law. Examines the criminal process from investigation through appeal, including features mandated by both state law and the U.S. Constitution. prerequisite: LEST 500

LEST 616 Constitutional Law (3) The American constitutional form of government and the amendments establishing individual rights. Focuses on the parts of the U.S. Constitution that are concerned with civil liberties but also with the structure in which such liberties are protected. Emphasizes First Amendment, due process and equal protection. prerequisite: LEST 500

LEST 617 Administrative Law (3) The history, function and powers of administrative agencies. Covers administrative agencies on the federal level and parallel state and local government level. Examines the function of administrative agencies generally, including their rule-making and adjudicative powers, and practice and procedure before such agencies. Includes the study of judicial review of administrative agency decisions.

LEST 620 Philosophy of Law (3) Jurisprudential approach to both historical and contemporary theories of law, focusing on such problems as the justification of authority, the obligation to obey law, civil disobedience, the relationship between law and morality, problems of interpretation and judicial decision-making, and the role of the Supreme Court in a democratic society.

LEST 624 Professional Ethics (3) An overview of professional ethics in law, business, finance, health care and other fields. Covers ethical concepts that apply across professions as well as many of the specific ethical rules that apply to particular professions. Considers the rules in the context of important legal cases and controversial contemporary problems. Includes the study of ethical theory as well as applications.
LEST 625 Topics in Applied Ethics (3) Varying course offering that explores a particular topic in applied ethics. Course may be repeated for credit when topic differs.

LEST 626 The Trial Process (3) The procedural, evidentiary and strategic aspects of litigation. Introduces the basics of pleadings, discovery, motion practice, rules of evidence and trial techniques. Covers how court cases are initiated, prepared and tried. Includes participation in a mock trial.

LEST 628 Environmental Law and Ethics (3) The pressing ethical, legal and political issues facing the world today that have to do with the relationship between humans and the nonhuman world. Explores environmental ethics through classic and contemporary readings from a wide array of philosophic and literary traditions. Examines the role legal institutions play in our efforts (or lack thereof) to deal with ethical issues involving the environment.

LEST 630 Law and History Seminar (3) Varying course offering that explores a particular topic in legal history. Course may be repeated for credit when topic differs. prerequisites: LEST 501 and 506 or permission of the program director

LEST 696 Legal Studies Internship (3) Application of legal knowledge and skills at a nonprofit organization, governmental entity or business. Students select an appropriate site with the approval of the program director. Students learn about the role law plays in the activities or services of the site and how law is used to address issues and solve problems. prerequisite: approval of the program director

LEST 698 Internship in Applied Ethics (3) Provides observation and firsthand experience of the practice of ethics at designated profit, nonprofit or government organizations. Students work with a mentor at an appropriate organization they have selected and write an ongoing journal of their involvement as well as a critical essay on applied ethics related to their internship experience. prerequisite: approval of program director

LEST 699 Independent Study (1-3) Individual research on an academic project of interest to the student in consultation with a monitoring faculty member. prerequisite: approval of program director

MANAGEMENT (MGMT)

Management courses are offered by the Merrick School of Business.

MGMT 506 Operations and Supply Chain Management (3) Covers management of the processes involved in creating and distributing products and services. Topics include the strategic choice of technology, design of products/service and processes, location of facilities, project management, operations planning and control, material management, total quality management, benchmarking and performance measurement. prerequisites: ACCT 504 and OPRE 504

MGMT 605 Leading With Integrity (1.5) Focuses on leadership, integrity and core management principles. Provides an overview of concepts and practices essential to managerial effectiveness, including developing a vision for the organization in a complex business environment, setting objectives,
planning, motivating others, managing for results, and a grounding in ethics at the individual and organizational level. **prerequisite: graduate standing**

**MGMT 615 Managing in a Dynamic Environment (3)** Covers the processes and necessary skills for leading and managing people in organizations that compete in dynamic environments. Emphasizes leading and motivating diverse employee populations in global organizations, and human resource management issues, including evaluation, rewards, and employment law. **prerequisite: MGMT 605**

**MGMT 625 Collaboration, Negotiation and Conflict Management (3)** Addresses negotiation skills and the capacity to effectively resolve conflicts. Students apply theory and research to the practice of negotiation and conflict management through practical, hands-on experience including simple buyer-seller bargaining; labor-management negotiations; impasse resolution; and complex, multiparty, multi-issue negotiations. **prerequisite: MGMT 605**

**MGMT 650 Research for Strategic Human Resource Management Decisions (3)** Covers methods and tools used in business research. Topics include locating sources of strategic human resource management information, developing a research project, using the computer to process data and organizing and presenting strategic human resource management reports. **prerequisite: OPRE 504 or equivalent**

**MGMT 660 Project Management (3)** Introduces students to the behavioral and technical aspects of managing projects. The challenges of planning, monitoring and controlling complex projects to achieve the desired cost, quality and performance objectives are discussed. Topics include cross-functional project teams, project integration, time management, time-cost trade-offs in project completion, procurement management and communications management. **prerequisite: MGMT 506**

**MGMT 710 Human Resource and Compensation Management (3)** Covers human resource management issues including legal considerations, recruiting, selection, performance appraisal, development and health and safety. Also covers strategic compensation issues, including job evaluation, benefits administration and pay determination strategies. Additional emphasis on workforce diversity, international dimensions and ethical consideration.

**MGMT 712 Employment Law and the Human Resource Manager (3)** Covers employment law as it applies to management decisions in recruitment and promotion as well as in terms of management’s responsibility to comply with federal laws. Topics include legal issues in employment law and the legal consequences of noncompliance, the regulatory model of government control over the employment relationship, equal employment opportunity, safety and health regulations, the Americans with Disabilities Act, pay and benefits law, the Employee Retirement Income Security Act, civil rights of employees (privacy and wrongful discharge), the Family Leave Act, international comparisons and emerging regulatory issues. **prerequisite: MGMT 600**

**MGMT 725 Labor Relations and Conflict Management (3)** Focuses on the legal foundations of labor-management relations and the collective bargaining process. Also covers the basic principles of contract
negotiation, administration, impasse resolution, comparative labor relations in cross-cultural contexts, and conflict management strategies applied to workplace settings for groups and individuals.

**Prerequisite: MGMT 600**

**MGMT 730 Leadership, Learning and Change (3)** Based on the idea that the deeper we go into the exploration of organizational leadership, learning and change, the more we need to deal with the dimensions of the sense-making, connection-building, choice-making, vision-inspiring, reality-creating roles of leaders. The course involves a series of workshops designed to help students learn something that cannot be taught: leading, learning and changing “from within.” Readings, assignments and Web forum interactions are designed to inspire “practices of deep inflection”: storytelling, historical inquiry, reflective reading and writing, dialogue and action research.

**MGMT 731 Leadership Seminar (3)** Focuses on the critical issues pertaining to success in operating at the executive level in business and other organizations. Topics include vision, values clarification, knowing the customer, communications for internal motivation and public awareness, ethical responsibilities, decision-making, resource decisions, performance maximization, human asset activities and individual leader behaviors for effectiveness.

**MGMT 732 Self-Organization in the Firm (3)** Covers self-organizing systems, complexity theory in management, dialogue as a management tool, leadership in a complex system, pursuing a personal discovery process and growing new knowledge and innovation. A major objective is to discover the management principles and processes that promote and foster self-organization as an alternative to command-and-control hierarchies. Also draws on the profound implications of self-organization for growing new knowledge and innovation. A second major objective has to do with the process of personal discovery. Parallel principles of spontaneous order operate at the level of the organization and at the level of the individual. As a result, a highly leveraged form of change in an organization is leadership through personal growth and discovery.

**MGMT 741 Sport in the Global Marketplace (3)** Offers an interdisciplinary examination of the global flows of sporting capital. It challenges students to consider the social, cultural, technological and economic structures that constitute and are constituted by the expanding international sports industry. Using theories from a number of disciplines, students consider issues related to sport commerce in the global marketplace, including market saturation, just-in-time manufacturing of sporting goods, global sport branding, labor conditions in developing nations, sport in core and periphery economies, international sport regulation, post-industrial sporting economies, sport in the global popular, sport labor migration, sport and the culturalization of economics, global Fordism and the challenges facing the global business of sport. **Prerequisite: completion of all 500-level fundamental courses**

**MGMT 742 Social and Ethical Issues in Sport (3)** An exploration of the incontrovertible link among sport, commerce and culture. Understanding sport forms as cultural and intertwined with business is accomplished through the sociological and philosophical analysis of several sport-related topics. Topics include sport as a mediated spectacle; factors such as race, gender and class; the negotiation of sporting spaces; and human rights. Knowledge of these social and ethical issues is discussed in
terms of their practical application to the sport industry setting. prerequisite: completion of all 500-level fundamental courses

MGMT 745 Managing the Sustainable Enterprise (3) Sustainability is a modern business concept that focuses on development of win-win-win business strategies that respect people, profit and the planet (the “triple bottom line”). This course incorporates the history of capital, business and environmentalism and the triple-bottom-line concept. It enables managers to incorporate sustainability into every phase of the business process and develop appreciation for the competitive implications of a sustainable business strategy.

MGMT 757 e-Commerce and Supply Chain Management (3) Provides an overview of e-commerce and supply chain management. Covers in detail the role of e-commerce in the design, integration and management of supply chains; topics include logistics networks, business-to-business and business-to-consumer supply chains, decision-support systems for supply chain management, strategic alliances, Internet strategy, e-business models, e-markets (including auctions and exchanges), Internet retailing, dynamic pricing, distribution networks, Internet-based integration of value chains, the role of the Internet infrastructure (banks, utilities and so forth), decision technologies, information goods, the status of brands in the Internet economy, mass customization and various technologies related to e-business. Also covers sustainability; topics include environment and operations management, the design of sustainable products and closed-loop supply chains.

MGMT 760 Organizational Creativity and Innovation (3) Focuses on strategy and techniques for successfully leading intrapreneurship and innovation in organizations. Covers the role of power, influence and communication in the change process; confrontation and effective intervention; concepts and techniques of organizational development; frameworks for creativity; and acceptance of innovation. Included are individual and group research and experiential exercises. prerequisite: MGMT 600

MGMT 765 Management of Health-Care Organizations and Professionals (3) A two-module course focused on major organization and management issues in health-care service organizations and on the roles and interactions of individual health professionals and their relationships with patients and with the organization’s administration. prerequisite: MGMT 600

MGMT 770 Planning, Prevention and Risk Management (3) Identifies and defines critical infrastructures and their associated threats and countermeasures. Software applications containing risk-management tools are mastered and provide skills necessary for the comparison and selection of competing proposals designed to optimize infrastructure protection. Industry-specific studies are performed using these risk-management analysis techniques. Contingency and continuity of operation planning (COOP) techniques are also reviewed. Skills acquired during the course are applied to case studies of selected industrial, service and government organizations to practice critical infrastructure planning, protection and risk management. prerequisites: OPRE 504 and INSS 605
MGMT 780 Leading Across Cultures (3) Focuses on leadership challenges and dilemmas of multinational and multicultural organizations within the United States and among other countries. Enhances knowledge and capabilities to more effectively identify, understand and manage the cultural components of organizational and business dynamics. Topics include cultural value awareness, cross-cultural communication skills and cross-cultural leadership skills, including strategic planning, organizational design and creating and motivating a globally competent workforce. prerequisite: MGMT 600

MGMT 781 International Business Strategy (3) Draws on the framework of global strategic management to help students integrate the concepts of economics, finance, marketing, technology and operations in a global context. Focuses on market entry issues, transnational structures, operational issues and leadership in cross-cultural settings and provides the framework for a real-world, international business project that may be completed by student teams and which offers the option for a study/analysis trip to another country. prerequisite: all 500-level MBA courses or equivalent

MGMT 790 Strategic Management Capstone (3.0) An experiential capstone in which students assume the perspective of general managers facing decisions of strategic importance to their organizations. Emphasizes the critical functions of goal-setting, strategy formulation, implementation and control processes. prerequisites: ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE 605

MGMT 795 Entrepreneurship Practicum (3) Students are provided the opportunity to work with a new company or product/service division on a real-life entrepreneurship project. Students work together in consulting teams composed of teammates with varying specializations and interests. Projects may deal with market analyses, feasibility studies, distribution analyses or a variety of other specific company needs. prerequisite: department consent

MGMT 796 Global Business Practicum (3) Provides students with opportunities for real-world experience working with companies on international projects of real value and priority to the companies. Students choose an international study experience from the participating Merrick School of Business specializations and companies. Student consulting teams work together on a specific corporate project, focusing on a particular country or region of interest to the company. Projects may focus on market analyses, feasibility studies, distribution analyses or a variety of other specific company needs. Students register for this course as a 3-credit elective. prerequisite: department consent

MGMT 797 Special Topics in Management (3) An intensive exploration of topics in the area of management. Topics include e-commerce, e-commerce and supply chain management, e-venturing, leadership, organizational theory and best business practice. Refer to semester class schedule for title of topic offered. May be repeated for credit when the topic varies. prerequisite: to be determined by the instructor

MGMT 798 Global Field Study (3) There is no better way to understand and succeed in global business today than through direct experience or immersing oneself in a foreign environment. This course
provides an opportunity for lectures and discussion with local experts and students regarding key themes of economic, political and cultural importance to business. The course also engages students in field visits to companies, government agencies and other organizations located abroad. **prerequisite:** department consent

**MGMT 799 Individual Research (1-3)** Investigation into a particular subject in more depth than can be accommodated by an existing course. Students work closely with an individual faculty member. **prerequisites:** approval of management instructor, department chair and academic adviser

**MARKETING (MKTG)**
Marketing courses are offered by the Merrick School of Business.

**MKTG 505 Marketing Essentials (1.5)** Covers concepts, processes and institutions necessary for effective marketing of goods and services, including analyses of market opportunities, buyer behavior, product planning, pricing, promotion and distribution. **prerequisite:** graduate standing

**MKTG 605 Marketing Strategy (1.5)** Explores the role of marketing in creating value for the firm and its stakeholders and examines market strategy in the context of a dynamic external environment. **prerequisite:** MKTG 505 or area approval

**MKTG 615 Entrepreneurial Marketing (1.5)** Emphasizes market opportunity analysis, product development, creation and formulations of strategic positioning, pricing feasibility, channel strategies and promotion with limited resources in entrepreneurial and intrapreneurial settings. **prerequisite:** MKTG 605

**MKTG 625 Customers and Markets (1.5)** Focuses on choosing customers and markets through data analysis, building customer loyalty and communicating to current and potential customers in B2C, B2B and nonprofit organizations. **prerequisite:** MKTG 605

**MKTG 742 Social, Nonprofit and Public-Sector Marketing (3)** Centers on the application of social marketing principles, frameworks and tools within nonprofit and public-sector organizations to improve performance and foster the successful dissemination of social initiatives to individuals, foundations and corporations. Recognizing that this sector represents many differences in missions, structures and resources, this course emphasizes that effective social marketing requires a change from being organization-centered to becoming audience-centered. **prerequisite:** MKTG 605

**MKTG 755 Integrated Marketing Communications (3)** Analyzes integrated marketing communications (IMC) management and the role it plays in organizations’ marketing plans. Focuses on strategic, synergistic planning to effectively use promotional tools to help the firm achieve its promotion objectives. These tools include advertising, direct marketing, online marketing, sales promotion, personal selling, public relations, buzz marketing, trade shows, etc. Regulation, ethics, social responsibility and economic factors that affect an IMC program will also be examined, as will
consideration of the international environment, special decision areas and how the IMC mix may change as a firm goes global. *prerequisite: MKTG 605*

**MKTG 760 Global Marketing Management (3)** The theory and application of marketing in a global context. Topics include international trade and financial markets; market structures of nations; and consumption behavior related to culture, social values and economic conditions. Also considers the political and legal control over marketing activities (advertising, promotion and distribution), the growth of regional marketing arrangements relative to competitive strategies of multinational corporations, the dilemma of marketing ethics in a multicultural world and the cost-benefit of technology transfer. *prerequisite: MKTG 605*

**MKTG 762 Market Opportunity Analysis (3)** Introduces the subject of opportunity analysis in marketing, intrapreneurship and entrepreneurship as well as the practice of their requisite skills. Includes the analysis of markets, competition, preliminary cost feasibility and intellectual property and also involves the creation and development of strategic positioning appropriate to the marketing opportunity.

**MKTG 770 Product and Brand Development and Management (3)** Focuses on the firm’s product and brand development and management strategies with a special emphasis on innovative offerings. The influence of the social, legal and technological environment, as well as relationships with users and channel members, on the implementation of product and brand strategies are analyzed and discussed in depth. Encourages the application of the learned concepts to tangible and intangible products such as goods, services and ideas. *prerequisite: MKTG 605*

**MKTG 775 Customer Analysis and Relationship Management (3)** Focuses on the identification, acquisition, growth, and retention of desired customers to maximize profit. Topics include segmentation, targeting and positioning, buyer behavior, customer relationship management and lifetime value in business-to-business and business-to-consumer markets. *prerequisite: MKTG 605*

**MKTG 780 Market Information and Research (3)** Focuses on the acquisition, evaluation and use of competitor and consumer information for goods and services. Explores a variety of methods, including the use of electronic data such as the Internet, computer databases and scanner data as well as behavioral research (e.g., focus groups, observations, survey research and experiments). Emphasis on the timeliness and validity of information in making effective marketplace decisions regarding competitor and consumer behavior. *prerequisite: MKTG 605*

**MKTG 796 Marketing Practicum (3)** Student teams apply concepts from other courses and from their experience to solve marketing problems. They are provided the opportunity to work with an organization or with a product/service division of same on a real-life marketing project. Students work together in consulting teams composed of teammates with varying interests, backgrounds and academic specializations. Projects may deal with a variety of marketing strategies, including customer and competitive analysis, feasibility studies, product and service development, promotion, pricing, distribution, analyses and a variety of other specific organization or company needs. *prerequisite: department consent*
MKTG 797 Special Topics: (3) Explores specialized topics in marketing, allowing flexibility for both the changing developments in applied business practice and the educational needs of students. Exact topical coverage and prerequisites are listed in the schedule of classes.

MKTG 799 Independent Study (1-3) *prerequisites: approval of marketing instructor, department chair and academic adviser*

NEGOTIATIONS AND CONFLICT MANAGEMENT (CNCM)

Negotiations and Conflict Management courses are offered by the School of Public and International Affairs in the College of Public Affairs.

CNCM 504 The Conflict Management Profession (3) Explores the diverse activities, roles and tasks of those who work in the conflict management profession. Introduces reflective practice to assist individuals, families, neighborhoods, organizations, regulatory bodies, and social and ethnic groups to take constructive steps toward managing, resolving or transforming conflict situations. Students start understanding and exploring where and how they would like to connect with conflict management as a profession.

CNCM 506 Understanding and Assessing Conflict (3) Introduces theories of conflict and different perspectives used to understand and assess conflict. Various views of conflict, conflict escalation and resolution are studied, utilizing insights from a range of disciplines including psychology, sociology, communications, cultural studies and law.

CNCM 508 Approaches to Managing Conflict/Methods of Dispute Resolution (3) Introduces various approaches to managing conflict and explores the differences among approaches based on domination, compromise and integration. Covers various methods of dispute resolution, including litigation, negotiation, mediation and arbitration.

CNCM 510 Research Methods (3) Introduces various methods of research in the social sciences, law and the humanities that students will encounter in the field of conflict studies. Also enables students to utilize a variety of systems of citation and reference.

CNCM 513 Negotiations: Theory and Practice (3) Introduces the theory and practice of negotiations and explores various models of negotiation and bargaining, highlighting similarities and differences in the models and methods of negotiation. Covers various stages of negotiation, from pre-negotiation to negotiation proper to post-settlement negotiation, and emphasizes the development of skills through the use of role plays to enable the student to apply theory to cases.

CNCM 515 Mediation: Theory and Practice (3) Introduces the theory and practice of mediation and explores various models of the mediation process as well as diverging views concerning the role of the mediator. Key issues include neutrality and bias on the part of the mediator, confidentiality, codes of ethics for mediators and the current status of legislation concerning the qualifications and licensing of mediators.
mediators. Students develop and practice mediation skills by acting as mediators in various scenarios that illustrate the process of mediation.

CNCM 517 Arbitration: Theory and Practice (3) Introduces the theory and practice of arbitration and explores the role of the arbitrator as an impartial third party whose task is to “decide” issues between parties to a dispute. Focuses on arbitration in different contexts, including collective bargaining and disputes between management and labor.

CNCM 519 Advanced Mediation Skills (3) Provides students with the opportunity to develop the advanced skills necessary to function as a mediator in the context of a particular model of mediation. *prerequisite: CNCM 515 highly recommended*

CNCM 620 Special Topics (3) Explores topics in the field of negotiations and conflict management. Topics vary according to student interest and faculty member specialization. Course may be repeated for credit when topic differs. *prerequisites (if any): to be determined by instructor*

CNCM 730 Organizational Conflict and Conflict Management Systems (3) Examines the nature of conflict as it occurs in organizations, how conflict can function both destructively and constructively in that context, and the history of how conflict has traditionally been viewed and managed in organizational contexts. Also considers the theory underlying the creation of integrated conflict management systems in organizations, the nature of such systems and how they are developed, designed and evaluated.

CNCM 740 Ethnic and Cultural Factors of Conflict (3) Explores the roles played by ethnicity, race, religion and culture in the generation, resolution and conduct of conflicts within and between groups. Examines physical and symbolic markers of difference to understand both why groups differentiate themselves from one another and how mechanisms such as skin color, religious affiliation, ethnic background or cultural traditions can provide the grist for conflict or the grease that promotes resolution. Primary analysis is based on the examination of cases relevant to the different issues underlying these conflicts. *prerequisite: CNCM 506 or permission of instructor*

CNCM 790 Internship (3) Gives students a clinical, hands-on experience to support both their classroom learning and their career goals. Provides the opportunity to use and further develop applied conflict management skills, apply theory and research skills to the practice environment and network with conflict management professionals. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. *prerequisite: completion of a minimum of 30 credits required for degree program*

CNCM 798 Capstone Course (3) A reflective paper designed to integrate theory and practice and to equip the student with a well-thought-out approach to future involvement and professional practice in the field. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail.
OPERATIONS MANAGEMENT (OPM)
Operations Management courses are offered by the Merrick School of Business.

OPM 505 Introduction to Operations Management (1.5) Overview of the concepts and tools used for the creation and delivery of goods and services. Describes the role of effective operations management for organizational success and competitiveness. Demonstrates approaches for improving quality, productivity, customer service and overall performance. prerequisite: graduate standing

OPM 615 Innovation and Project Management (3) Covers the essentials of innovation and project management from project selection through implementation, monitoring, control and termination. Topics covered include: product/process innovation, project identification, risk and uncertainty in project management, project planning and budgeting, selecting the project team, resource allocation, implementation and control, and project evaluation and termination. prerequisite: OPM 505 or permission of the MBA program director

OPM 625 Operations and Supply Chain Management (3) Provides in-depth coverage of the concepts, techniques and tools used to design, create, control and improve manufacturing and services operations. Topics covered include: operations strategy, quality management, high- and low-contact services, forecasting, smart pricing, procurement, global supply chains, sustainability in manufacturing and services, aggregate sales and operations planning, inventory control and operations scheduling. prerequisite: OPM 505 or permission of the MBA program director

OPERATIONS RESEARCH (OPRE)
Operations Research courses are offered by the Merrick School of Business.

OPRE 505 Fundamentals of Statistics (1.5) Emphasizes applications of descriptive statistics in business. Topics include basic probability concepts, summary measures of location and dispersion, discrete and continuous probability distributions, sampling distribution of mean, and introductions to confidence interval estimation and hypothesis testing. Excel-based software is used for computer implementation. prerequisite: graduate standing

OPRE 506 Managerial Statistics (1.5) Emphasizes applications of inferential statistics in business. Topics include confidence interval estimation, hypothesis testing, analysis of variance, simple linear regression and an introduction to multiple regression. Excel-based software is used for computer implementation. prerequisite: OPRE 505

OPRE 605 Business Analytics (1.5) Explores business analytics and its applications to management decision-making for a range of business situations. Covers problem structuring; big data; data mining; optimization; computer simulation; decision analysis; and predictive modeling. prerequisite: OPRE 505, OPRE 506 or permission of the MBA program director
OPRE 797 Special Topics in Operations Research (3) Explores advanced topics in operations research of interest to faculty and students. May be repeated for credit. Prerequisites and topics are selected and printed in the schedule of classes. prerequisite: department consent

OPRE 799 Individual Research: Operations Research (1-6) Individual research in an area of interest to the student. The expectation is that work equivalent to a regular graduate course will be completed. Formal paper(s) will be written under the supervision of a full-time faculty member. prerequisites: approval of information systems instructor, department chair and academic adviser

PUBLIC ADMINISTRATION (PUAD)
Public Administration courses are offered by the School of Public and International Affairs in the College of Public Affairs.

PUAD 621 Public Personnel and Human Resources Management (3) Study of public and nonprofit human resource management policies, practices, laws and regulations. Topics include recruitment and selection, training and development, motivation, compensation, performance appraisal, discipline and labor relations.

PUAD 622 Public Budgeting and Fiscal Administration (3) Role, dynamics, politics and processes involved in the budgetary function and associated budget preparation methods, and fiscal interrelationships of federal, state and local levels of government.

PUAD 623 Bureaucracy and the Political Process (3) Organizational, functional and administrative aspects of the federal bureaucracy, the interrelationships among federal, state and local agencies, and public administration as a part of the political process.


PUAD 625 Innovations in Public Management (3) Designed to integrate the perspectives of public administration by focusing on the management problems in public agencies. Includes use of emerging techniques in management to address the problems and issues faced by public managers under the changed environment of the public sector.

PUAD 626 Information Resources Management (3) Role of computers in developing and managing information necessary for decision-making in public organizations. Includes consideration of computer applications, including the development and management of databases and the use of software applications for decision-making in both individual and distributed computing contexts. Also considers implications of computer technology, such as privacy, control and security. Working knowledge of spreadsheets and database software is required. prerequisite: computer competency
PUAD 627 Legal and Ethical Environment of Public Administration (3) Legal and ethical dimensions of the democratic policy process as it has evolved in the United States. Attention to the manner in which historical as well as contemporary socio-political patterns of governance have shaped the notions of law and ethics that are to provide public administrators with the benchmarks of democratic accountability, responsibility and responsiveness.

PUAD 628 Statistical Applications in Public Administration (3) Quantitative analysis for public administrators. Topics include statistical analysis, the computer in processing data and the presentation of findings.

PUAD 629 Public Program Evaluation (3) Systematic application of quantitative and qualitative research methods to the assessment of public policy interventions. Covers topics within formative and summative evaluation contexts, including needs assessments, impact evaluation and process evaluation. prerequisite: PUAD 628

PUAD 630 Analytical Techniques in Public Administration (3) Review of analytical techniques conventionally used in the planning, formulation and implementation of public policy. Topics include forecasting techniques, cost-benefit analysis, PERT and other commonly used techniques. prerequisite: PUAD 628

PUAD 701 Public Administration and Public Finance (3) Analysis of revenue forecasting, revenue strategy, impact of inflation, taxation, “back-door” spending, pension funding, user fees and other aspects of governmental finance. Emphasis on the special characteristics of public finance in communities operating with fragmented and multilayered governmental structures.

PUAD 702 Public Financial Management (3) Topics include municipal expenditure patterns and revenue sources, taxation at the local level, fiscal and economic aspects of federalism and federal-state-local fiscal coordination, and the role of budget in the determination of policy, in administrative integration and in influencing government operations. Emphasis on the foregoing as they pertain to the Baltimore metropolitan area.

PUAD 703 Urban Management (3) Topics include municipal, governmental and administrative structures and their inter-relationship in a regional context, the interfacing and management of public services, examination of governmental programs in municipal areas, municipal administrative problems and the attendant role of the public administrator. Emphasis on the foregoing as they pertain to the Baltimore metropolitan area.

PUAD 704 Managing Diversity (3) Examines issues of diversity in the workplace, particularly in relation to organizational performance and service delivery among public organizations. Uses historical and legal frameworks to consider the struggles of marginalized groups and employs theoretical and applied perspectives to examine the barriers, challenges and benefits of diversity in the workplace.
PUAD 705 Special Topics in Public Administration (3) Coverage of selected topics of current interest to students or of interest to a special segment of students. prerequisite: permission of monitoring faculty member or program director

PUAD 708 Government and Aging Policy (3) Organizational, functional and administrative aspects of government and aging policy. Focuses on the impact of the behavior of federal, state and local agencies on aging policy development and implementation.

PUAD 709 Individual Research (1-4) Individual research on an academically sound project of interest to the student in consultation with a monitoring faculty member. Depending on the scope and depth of research, from 1 to 4 credits may be earned for the successful completion of this course. Eligible for continuing studies grade. prerequisite: approval of M.P.A. program director and monitoring faculty member

PUAD 720 Urban Politics and Policy Planning (3) Study of political institutions in urban areas and the policy responses, processes and problems with reference to such issues as land use, community growth and development, environment, local and state services and regional and national urban policies, with particular focus on the Baltimore Standard Metropolitan Statistical Area.

PUAD 730 State and Local Personnel Management (3) Development and application of personnel systems and procedures in state and local jurisdictions, and how state and local politics and federal laws and regulations impact them.


PUAD 732 Leadership and Organizational Change (3) Nature of technological and environmental change as it affects the management decisions of the agency. Techniques for organizational change, including diversified but integrative decision-making structures and techniques, implementation techniques, enforcement techniques and evaluation tools. The impact of a changing environment on the leadership skills needed in a modern environment.

PUAD 733 Managing Public-Sector Projects (3) Introduction to the theories and techniques of project management. Covers some standard project analytic techniques (e.g., PERT charts and project management software) but emphasizes recognition of barriers to effective project team functioning and project completion. Students understand and design plans for effective project management and identify and respond to problems in team dynamics and to external problems requiring adaptation.

PUAD 734 Strategic Planning (3) Covers the steps involved in developing a strategic plan for public and nonprofit organizations. Students learn how to perform a stakeholder analysis, conduct a situation analysis, develop appropriate mission statements, design effective performance measures and implement a strategic plan.
PUAD 740 Administrative Law and Regulation (3) Role of administrative law and regulation in the governmental process. An examination of the function of the public administrator in implementing legislation through the formulation of administrative law and regulation, and the rules, procedures and techniques for their formulation.

PUAD 750 Health-Care Systems, Organization and Management (3) Analysis of the structure of the present American health-care system and of the costs, benefits and political realities of possible reforms. The current and future role of public administration, planning and evaluation in American health care.

PUAD 751 Policy Issues in Health Care (3) Study of a few current policy issues in the American health-care system. Particular attention to the roles and powers of nonmedical participants, including consumers, planners, administrators and policymakers.

PUAD 752 Special Topics in Public Health Administration (3) Current policy issues in health-care administration, delivery, planning and evaluation. Particular attention is paid to the evolving roles and powers of nonmedical participants in the health-care system, including consumers, planners, administrators and federal, state and local decision-makers.

PUAD 755 Health Administration (3) Problems and issues with performing such basic managerial functions as direction, control and staffing in health-care institutions. Emphasis on analyzing tools and techniques that are important in fulfilling these managerial functions.

PUAD 756 Managed-Care Administration (3) Basic theoretical concepts concerning managed care, practical management issues and areas of controversy as they pertain to managed care. Topics include benefit design in managed care, structure and management of managed-care delivery systems, financing of managed care and future trends in managed care.

PUAD 757 Strategic Management for Health Care (3) Examination of strategic management in health-care organizations. Included are discussions of the nature of strategic management, the environment of health organizations and methods of environmental analysis, and methods of formulating, implementing and controlling the strategic management of health-care delivery. prerequisites: HSMG 632, HSMG 650 and either PUAD 750 or PUAD 751, or permission of M.S. in Health Systems Management program director

PUAD 760 Regulatory Policy and Administration (3) Political, legal and economic dimensions of regulation. Includes a delineation of the conceptual framework for government intervention into the marketplace and a determination of the effects of this intervention. Topics include the rise of government regulations, structure and procedures of regulatory agencies, the politics of regulation and the future of regulation.

PUAD 761 Environmental Policy and Administration (3) Overview of environmental law, institutions and regulation and the factors that have shaped environmental policy at the federal, state and local
levels. Assesses the impact of environmental policy at these levels and the impact of environmental legislation on the behavior of administrators responsible for its implementation and administration. Examines the major policy processes in controlling pollution standard-setting and compliance.

**PUAD 763 Public Policymaking (3)** Overview of the process of public policymaking, including the formulation of public issues, the consideration of issues and the adaptation of solutions to public problems. Emphasis on actors in the policy process and the environment within which they function.

**PUAD 764 Public Policy Implementation (3)** Review of the diverse conceptualization frameworks of analyzing the implementation of public programs. Emphasis is on the analysis and integration of the subsequent political, economic, social, cultural and managerial factors that impact the implementation of public policies.

**PUAD 770 Government–Business Cooperation in Community Development (3)** Review of the relations of institutions in the private and public relations of private-sector decisions to public-sector decisions and the impact of public-sector decisions on private-sector institutions. Introduces research topics related to government and business cooperation in community development. Provides a forum for the exchange of ideas between spokespersons of public- and private-sector institutions. Students write and present analytical research papers on pertinent topics.

**PUAD 775 Intergovernmental Administration (3)** Evaluation, growth, present status and characteristics of the U.S. federal system of government. Topics include federal-state relations, state-local relations, regionalism, councils of government, interstate cooperation, grants-in-aid and revenue sharing.

**PUAD 777 Political Economy of Nonprofit Organizations (3)** Study of the role of nonprofit activity in the development and administration of public policy. Topics include the political economy of nonprofit organizations and the nonprofit sector. Nonprofit management and the relationships among government, business and nonprofit activity are examined within the current context of issues and future trends.

**PUAD 780 Public Information Management: Organizational and Policy Issues (3)** Policy and organizational issues regarding information resource management. IRM strategic planning at the government-wide and agency levels and the problems facing public organizations in terms of governance (oversight), financing and politics of technology planning. Considered are privacy and confidentiality challenges related to government information, standards setting at the government-wide and agency levels, workplace use policies and personnel problems. Also explores planning and implementation problems related to the redesign of public organizations.

**PUAD 781 Information Technology: Public-Sector Applications (3)** Design and implementation of public-sector IS and IT projects, including current developments and issues in the application of available technology to public-sector management. The role of technology in enhancing intergovernmental coordination, improving service, increasing efficiency and reducing government spending. Technologies examined include distributed transaction-oriented databases; data warehousing, management
information systems and executive- and group-decision support systems; geographic information systems; office automation, voice response systems and document imaging; electronic data interchange and kiosks; and electronic commerce over public networks.

**PUAD 785 Public-Sector Performance Measurement (3)** Structuring data collection and analysis techniques to determine precisely what an agency is attempting to do and what it accomplishes through its outputs. Emphasis is on shaping the outputs to have a measurable positive impact on customers and other stakeholders.

**PUAD 786 Activity-Based Costing for Public Administrators (3)** Activity-Based Costing is a decision-support tool that provides organizations with the accurate and relevant cost information they need to guide decision-making. The course focuses on developing performance information to monitor daily operations, searching out non-value-added activities and controlling inventory. Emphasis is also placed on whether public-sector services should be outsourced.

**PUAD 789 Business Process Re-engineering in the Public Sector (3)** Focuses on how public administrators can use business process re-engineering to improve organizational effectiveness and efficiency. Examines various tools, techniques, methodologies and technologies for bringing about change in organizational structures, policies, procedures, processes and management systems.

**PUAD 790 Internship (3)** Designed to broaden the educational experience of students through work assignments with appropriate governmental agencies. Eligible for continuing studies grade. Required of all pre-service students. *prerequisite: approval of program director and monitoring faculty member*

**PUAD 795 Advanced Quantitative Techniques in Public Administration (3)** Application of sophisticated quantitative techniques to decision-making aspects of public-agency operations and programs. Emphasis is on techniques such as linear programming, PERT/CPM, queuing theory and simulation as well as on cost-benefit analysis and mathematical modeling.

**PUAD 797 Nonprofit Management: Applied Skills Seminar (1)** Exploration of topics in nonprofit management of mutual interest to faculty and students, such as program evaluation, risk management, communications and board management. Content varies according to demand. Specific topic is listed in the schedule of classes. May be repeated for credit as topics change.

**PUAD 798 Problem-Solving Seminar in Public Administration (3)** Capstone course requires students to integrate and apply analytical skills, knowledge bases, managerial principles and normative frameworks learned in M.P.A. core courses to concrete management situations. Student must earn a B grade or better to graduate. *prerequisites: completion of PUAD 621, PUAD 622, PUAD 623, PUAD 624, PUAD 625, PUAD 627, PUAD 628, PUAD 629 and PUAD 630 with grades of B- or better prior to enrolling in course (students may be concurrently enrolled in PUAD 626) or permission of Master of Public Administration program director*
PUAD 805 D.P.A. Special Topics (3) Coverage of selected topics of current interest to D.P.A. students or to a special segment of D.P.A. students. Registration is by permission of instructor only.

PUAD 809 D.P.A. Individual Research (1-3) Individual research on an academically sound project of interest to the D.P.A. student in consultation with a monitoring faculty member. Depending on the scope and depth of research, 1 to 3 credits may be earned for the successful completion of this course. prerequisite: approval of D.P.A. director and monitoring faculty member

PUAD 810 Foundations of Public Administration (3) Major questions, answers and concerns that have framed the development of a self-aware study of public administration. The political, social and cultural contexts in which administrative solutions have been sought. The role of preceding theories, or sometimes the rejection of them, in helping to shape modern answers to administrative questions.

PUAD 811 Strategic Management in the Public Sector (3) Covers the rise of a customer-based, results-oriented approach to solving public-sector problems. The historical foundations of such an approach and the public-sector initiatives by which it has been introduced. Modern techniques and tools for using strategic management to handle current governmental issues.

PUAD 812 Advanced Information Resource Management (3) Prepares public- and third-sector managers to deal effectively with issues related to the design and implementation of information systems in their agencies. Examines tools and techniques for identifying and structuring information requirements and needs (e.g., process mapping) and for managing IT implementation projects, including both in-house development and external procurements. Also explores the planning and implementation problems related to the redesign of public organizations and the way they provide services in the information age. prerequisite: PUAD 626 or permission of instructor

PUAD 813 Seminar in Doctoral Research (3) Overview of both quantitative and qualitative research methods that are applicable to the field of public administration. Emphasis on development of research questions, measurement and sampling, data collection and analysis techniques in both paradigms.

PUAD 814 Seminar in Policy Making and Implementation (3) Study of the theory and design of public policies and their implementation. Topics include the stages of the policy process, public policy paradigms, and the formulation and implementation of public programs.

PUAD 815 Public-Sector Financial Analysis (3) Introduces advanced techniques employed by financial analysts in the public sector. Topics include forecasting techniques, performance measurement construction, Activity-Based Costing and expenditure analysis techniques.

PUAD 816 Advanced Public-Sector Management and Decision Techniques (3) Familiarizes students with various analytical tools to aid in the executive decision-making and management of public-agency operations, including staffing, facility location, future planning and the wise allocation of scarce resources. Although such techniques are commonly used in the private sector, they are less common in the public sector, largely because public-sector objective functions are more difficult to quantify. Thus,
an important component of the course is the application of such techniques to public-sector problems and the construction of objective functions that capture the trade-offs among quantitative and qualitative (subjective) “public goods.”

**PUAD 817 Seminar in Program and Policy Evaluation (3)** Provides doctoral students with an introduction to program and policy evaluation in the public and nonprofit sectors. Students understand and are able to design the major components of evaluation: needs assessment, implementation evaluation, impact evaluation (formative and summative), and assessment of merit and worth. Students design evaluations that are sensitive to the requirements and constraints of particular evaluation settings.

**PUAD 824 Doctoral Seminar in Organizational Theory (3)** Deals with public-sector organization systems as they relate to democratic forms of governance.

**PUAD 830 Survey Research (3)** In-depth exposure to survey sampling, questionnaire construction, different means of collecting survey data (mail, phone, Web) and analysis of data developed from surveys. Students develop survey instruments and perform extensive analysis of data from surveys.

**PUAD 831 Case Study and Qualitative Methods (3)** In-depth exposure to different types of case studies (single case and multiple cases), sampling for cases, data collection methods frequently used for case studies and methods of analysis for qualitative data. *prerequisite: PUAD 813*

**PUAD 832 Quantitative Methods (3)** In-depth exposure to issues in using administrative data and research data sets collected by other entities. Also use of advanced statistical analyses including an in-depth exposure to multiple regression and its assumptions, logistic regression, factor analysis, discriminant function analysis and time series analysis. *prerequisite: PUAD 813*

**PUAD 834 Advanced Seminar in Evaluation: Theories and Techniques (3)** Helps doctoral students in public administration wishing to specialize in program and policy evaluation to achieve mastery of the basic concepts and theories of evaluation and also the recent literature of the field. Prepares students to contribute as professionals to the field of evaluation. *prerequisite: PUAD 817*

**PUAD 835 Practicum in Program Evaluation (3)** Provides doctoral students in public administration with the opportunity to be team members conducting an actual program or policy evaluation. Working with the evaluation sponsors and other stakeholders while also reading and discussing practical books and articles on evaluation methods, students develop their own integrations of evaluation theory and practice that provide guiding frameworks for practicing evaluators. *prerequisite: PUAD 817*

**PUAD 875 Doctoral Seminar in Federalism and Intergovernmental Relations (3)** Examines the ways in which various aspects of intergovernmental relations and federalism affect the adoption and implementation of public policy.
PUAD 898 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. prerequisite: completion of all course requirements for degree program

PUAD 899 Dissertation Research (3-12) A written descriptive and prescriptive evaluation of the management practices of an existing agency to determine the efficacy of its structure and/or procedures. The project is directed by a faculty adviser and results in a written product for which there is an oral defense before a committee of three faculty members. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail.

PUBLICATIONS DESIGN (PBDS)
Publications Design courses are offered by the School of Communications Design in the Yale Gordon College of Arts and Sciences.

PBDS 501 Introduction to Computer Graphics (3) Introduction to design using a variety of software, including graphics manipulation, layout, presentation and digitizing, as well as printing hardware. Students learn to create and manipulate images and integrate graphics with text. Credits do not count toward a UB graduate degree. Pass/fail grading. Lab fee required.

PBDS 502 Introduction to Graphic Design Principles (3) Hands-on course for students with a limited background in graphic design. Emphasis on basic strategies for visual problem-solving and techniques for preparing comprehensive layouts. Pass/fail grading. Lab fee required.

PBDS 503 Workshop in Written Communication (3) Practicum in the skills of writing and research. Instruction focuses on projects in the student’s subject field. Emphasis on revising, proofreading, editing, adapting and translating for different media and audiences. Recommended for students in all graduate programs who wish additional work in writing, with permission of the graduate program director. Grading: credit/no credit or letter grade.

PBDS 600 Media Design (3) Examination of light, space, motion and sound—their manipulation and use in designing intentional communications and their interrelationships with words and graphics. Also examines the production process, from needs assessment and proposal writing to storyboards and finished program. Lab fee may be required.

PBDS 601 Words & Images: Creative Integration (6) Building on a foundation of rhetorical theory, students explore imaginative ways of communicating with audiences, both visually and verbally. Experimenting with brainstorming strategies prepares them to draw on their own creative resources as they develop original solutions to challenging communication problems. Publications Design students must earn a B (3.0) or better in this course. Lab fee required. prerequisite: PBDS 615
PBDS 602 Introduction to Digital Video (3)
Introductory course in video and audio production. Students learn to shoot, light, edit and record sound in a digital environment. They also gain experience in producing for videotape, CD-ROM, DVD and the Web. Lab fee required.

PBDS 603 Editorial Style (3) Editorial style as a total concept, including the historical context of the written word, styles and methods of editing, and special skills such as proofreading, line-by-line editing, reorganizing, rewriting, working with writers and artists and editing as management. Each student becomes the editor of his/her own special project. Lab fee may be required.

PBDS 604 Writing for the Marketplace (3) Writing for various freelance markets, including features and reviews, poetry, fiction, public relations and advertising. Analysis of the audiences to which various publications appeal and development of a proposed publication aimed at a specific audience. Each student conducts a thorough investigation of a self-selected market and prepares what is intended to be a publishable manuscript for that readership.

PBDS 605 Public & Private Languages (3) Examination of the “private” or specialized languages of various professions (e.g., science, medicine, education, government and politics) and the means by which these languages may be translated for the public. Each student investigates, through intensive reading, study and imitation, at least one specialized language and attempts to become proficient in adapting and/or decoding that language for public consumption.

PBDS 610 Visual & Verbal Rhetoric (3) Analysis and evaluation of visual and verbal texts composed in a variety of media—both traditional and electronic—in light of classical and contemporary theories of communication. Completion of a major project based on substantial primary and secondary research and tailored for a specific audience.

PBDS 611 The Craft of Popularization (3) Writing for a lay audience about subjects that are technically or scientifically challenging or normally fall within the province of the scholar and specialist or otherwise inhibit instant understanding. Emphasis on clarity, precision and grace of expression.

PBDS 615 Typography I (3) Exploration of the fundamentals of typographic form and function, progressing through the history, physical characteristics and implementation of type. Projects include the application of basic principles to an increasingly complex set of typographic problems. Knowledge of either Adobe InDesign or Adobe Illustrator is required for this class, which must be taken within the first 9 credits of study. Lab fee required.

PBDS 638 Digital Photography (3) Explores the endless possibilities of digital imaging. Beginning with acquisition, students learn about composition, lighting, depth of field and the substantive differences between digital and more traditional methods of photography. Students follow their images through the digital darkroom stage, exploring a variety of digital manipulation techniques to produce material for print and Web distribution. Emphasis on the development of portfolio-quality pieces. Lab fee required.
PBDS 639 Video Aesthetics & Technique (3) In-depth analysis of the aesthetic variables affecting video programs. Advanced video and audio projects culminating in a thesis-quality production. Lab fee required. prerequisite: PBDS 602

PBDS 640 Design Principles & Strategies (3) Exploration through hands-on design projects of the roles of typography, photography and illustration in graphic communication. Analysis of audience, context, goals, market, competition and technical constraints. Brainstorming and problem-solving in groups and individually. Projects are suitable for inclusion in the student’s portfolio. Lab fee required. prerequisites: PBDS 615 and PBDS 601

PBDS 641 Magazine Design (3) Intensive focus on the creative writer’s forum—the literary magazine—or on consumer and trade publications. Purpose, philosophy, cover and content design, typography, production and other aspects of small press and consumer publications are covered. A final project, chosen by the individual student, is completed during the semester. Lab fee required. prerequisites: PBDS 615 and PBDS 601

PBDS 642 Book Design (3) Exploration of books and book jackets as objects to be planned and produced, with emphasis on appropriate design choices and creative solutions. Lab fee required. prerequisites: PBDS 615 and PBDS 601

PBDS 645 Typography II (3) An advanced exploration of typographic form and function, beginning with the physical characters of letterforms and progressing to the application of typographic principles to more complex problems such as information hierarchies, narrative sequencing, message and creative expression. The course expands the class scope of PBDS 615: Typography I. Projects in this course will be suitable for portfolio use. Lab fee required. prerequisites: PBDS 615 and PBDS 601

PBDS 647 Information Design (3) The first priority of designers and writers is presenting information clearly. Students explore how typography, color, symbols, language and imagery can be strategically used to communicate complex information, underscore a message or tell a story more effectively. Students plan, write and design projects suitable for inclusion in their portfolios, all with the aim of elaborating their ability to organize information and solve problems. Lab fee required. prerequisites: PBDS 615 and PBDS 601

PBDS 649 Designer’s Survival Guide (3) Students develop design strategies that consider their clients’ needs and constraints, utilize professional design software to execute comprehensive layouts capable of being printed on a conventional printing press, communicate with print vendors using standard printing terminology and troubleshoot basic prepress issues. Lab fee required. prerequisites: PBDS 502, PBDS 615 and PBDS 601

PBDS 650 Advanced Graphic Design (3) Through a series of progressively more sophisticated assignments, students develop design solutions that resolve a range of problems normally faced by clients. Projects include institutional and corporate brochures, identity programs, posters and a variety of other communications materials. Lab fee required. prerequisites: PBDS 615 and PBDS 601
PBDS 660 Introduction to Web Development (3) Introduction to technologies and concepts that underlie document and information design for the Web. Students become familiar with client/server computing and acquire proficiency in HTML by developing code directly, without the use of simplified editing tools. Historical and critical readings explore the social context of the Web and other hypermedia systems. Projects introduce students to current development and production practices. Lab fee required.

PBDS 661 Advanced Web Design (3) Continues and builds upon the fundamental concepts and skills developed in PBDS 660: Introduction to Web Development. Students learn the skills needed to apply complex specifications for digital media. Emphasis is on advanced Web design using CSS, current scripts and plug-ins, content management systems and Web analytics to create more complex sites for diverse digital environments. Lab fee required. prerequisites: PBDS 601, PBDS 615 and PBDS 660, or permission of the instructor

PBDS 662 Design for Digital Environments (3) A digital interface design course focusing on design principles, elements and typography applied to interactive sites and other dynamic media. Students explore visually striking identity development and content styles, design mock-ups using creative software and implement designs across digital environments. Emphasis is on creatively conceptualizing, branding across media, designing with Web standards, implementing information architecture and user experiences successfully, and creating effective visual communications. Lab fee required. prerequisites: PBDS 601, PBDS 615 and PBDS 660, or permission of the instructor

PBDS 670 Motion Graphics for Interactive Media (3) Students explore the relationship between graphic design and time-based interactive media while examining the history and fundamentals of animation. Students use current industry software to produce a range of motion graphics projects for the Web and other interfaces. Special attention is given to the creative processes and developing an appropriate conceptual, technical and aesthetic critical sense within the language of motion design for dynamic media. Lab fee required. prerequisites: PBDS 615, PBDS 601, Adobe CS4 competency and one of the following: PBDS 645, DESN 616 or permission of program director

PBDS 671 Motion Graphics for Film & Video (3) After examining ways that motion graphics—logos, titles, etc.—differ from static graphics, and after learning various tools and animation techniques, students conceptualize, storyboard and produce motion graphics for video and other screen-based delivery systems. Lab fee required. prerequisites: PBDS 601, PBDS 602, PBDS 615 and PBDS 645

PBDS 680 Advanced PR Strategies (3) Overview of how to create and implement appropriate communications and marketing plans for both for-profit and nonprofit organizations. Emphasis is on research techniques, concept development and copywriting for all environments: online, print, video and animation. Other areas covered include writing proposals, making oral presentations and working with designers, artists and clients. Lab fee may be required.

PBDS 691 Art of the Interview (3) A face-to-face interview is essential for journalists and authors of books and articles dealing with current affairs and real-life issues, for documentary filmmakers and even
for public relations writers. In all these fields, writers often need to gather information directly from people—orally. This course addresses how to research an interview, the ethics of an interview and how to distill information from an interview and write it up in a coherent, compelling fashion.

**PBDS 692 Writing for Digital Environments (3)** Writing for all contemporary digital forms, including websites, landing pages, email, social media, blogs and more. Students also explore how content and technology interact. Students complete a series of professional-level assignments using the forms individually and in combination. Understanding the roles of research, search engine optimization, information design and strategic thinking in writing for the Web is also emphasized.

**PBDS 693 Magazine Writing (3)** Understanding, conceiving, writing and selling various types of magazine articles, including some of the following: trend stories, service stories, profiles, Talk of the Town, short features, personal essays. Readings include essays about the craft of journalism and books of narrative nonfiction.

**PBDS 704 Copyright & Publishing (3)** Introduction to media law, particularly as it relates to the field of publications. Provides a broad historical and theoretical overview and requires students to apply legal theory through the use of case studies and examples drawn from the business of media. Explores the impact of technology on the evolution of media law and considers ethical issues currently faced by professionals in publications and communications.

**PBDS 705 Design-Business Link (3)** Relying largely on case histories and class discussions, this course examines the role of design as a competitive business strategy, with an emphasis on the many ways that designers and business people can work together to provide the synergies that successful design can bring to any organization.

**PBDS 712 History of Graphic Design (3)** History of graphic design in Europe and in America, centering on the modern period but also dealing with design influences from earlier periods and from other cultures. Provides a background of visual solutions on which students may draw to solve their own publications design problems.

**PBDS 719 Design Thinking (3)** Introduces design concepts to those with minimal or no background in design and builds an awareness of the importance and breadth of design throughout our culture. Focuses on developing creative-thinking skills and visual literacy. Areas of design covered include graphic, information, digital, environmental and industrial design. Also examines and discusses design ethics, design sustainability and the evolving role of design thinking in business. Lab fee required.

**PBDS 720 The Digital Economy (3)** Impact of the digital revolution in a number of areas—how we make a living, how we govern ourselves and how we create values for ourselves. Provides students with an understanding of the way the digital economy creates a unique business culture and establishes (and reflects) a network of new economic values. Prepares students to effectively invest their time, talent and imagination in the new culture and economy of digital technology.
PBDS 735 Portfolio (3) Capstone experience during which each student prepares a professional portfolio that demonstrates mastery of the skills in writing and design emphasized throughout the program. In addition to refining work produced in earlier courses, each student produces a personal identity package and an electronic version of the portfolio. Lab fee required. **prerequisites: PBDS 615 and PBDS 601**

PBDS 740 Seminar in Publications Design (3) Culminating course in the master’s program in publications design tests and stretches all knowledge and skills students have been learning up to this point. Students conceive a solution to a particular communications problem, work in teams to analyze its audience(s), develop a plan for making it public via print and/or other media, and design and write a prototype. Lab fee required. **prerequisites: PBDS 615 and PBDS 601; course should be taken in a student’s final semester**

PBDS 750 Writing: Special Topics (3) Intensive exploration of topics in writing of mutual interest to students and faculty. Content varies according to the concurrent interests of faculty and students. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

PBDS 751 Graphic Design: Special Topics (3) Intensive exploration of topics in graphic design of mutual interest to students and faculty. Content varies according to the concurrent interests of faculty and students. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required. **prerequisites: PBDS 615 and 601**

PBDS 753 Media: Special Topics (3) Intensive exploration of topics in communication and media of mutual interest to students and faculty. Content varies according to specific interests and trends in communication. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes.

PBDS 754 Business Practices: Special Topics (3) Intensive exploration of topics in the business of a publications enterprise that are of special interest to faculty and students. Possible topics include managing a publications department, design studio or magazine, market research, and marketing and legal issues in publications. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

PBDS 755 Backgrounds & Ideas: Special Topics (3) Intensive exploration of cultural trends, historical developments, ideas or systems of communication that have influenced or informed creative work in a variety of visual and verbal media. Content varies according to the concurrent interests of faculty and students. Topic appears under that name in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

PBDS 756 Hypermedia: Special Topics (3) Intensive exploration of topics in hypermedia of mutual interest to students and faculty. Course may be repeated for credit when topic changes. Lab fee may be required. **prerequisites: PBDS 615 and 601**
PBDS 775 Internship (3-6) Direct experience working with a publications staff. Internship opportunities include working with private advertising and public relations firms, nonprofit agencies at the federal and state levels or private business and professional agencies that maintain publications staffs. Eligible for continuing studies grade. Lab fee may be required. **prerequisite: permission of program director**

PBDS 779 Independent Study (1-3) Research or problem-solving project in some aspect of publications design. Topics and number of credits vary with individual student interests. Eligible for continuing studies grade. Lab fee may be required. **prerequisite: permission of program director**

PBDS 789 Creative Thesis (3) Independent project, closely supervised by a faculty adviser. The thesis consists of a substantial body of creative writing (a volume of poems, a collection of stories or other prose, a novel), as well as the design for the cover, title page and one inside spread. Finished work is reviewed by a faculty committee. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee may be required. **prerequisite: permission of program director**

PBDS 797 Integrated Design Thesis (3) Independent and original design project supervised by a faculty member. This work should reflect an understanding of graphic design principles and demonstrate excellence in conceptualizing and executing design solutions to communication problems. Finished work is reviewed by a faculty committee. **Pass/fail grading. prerequisite: program director’s approval of topic prior to registration**

PBDS 798 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee required. **prerequisite: completion of all course requirements for degree program**

PBDS 810 Proseminar (3) Integrating experience designed to provide D.S. students with the opportunity to discuss and probe the broader aspects of communication. Students develop and sharpen their D.S. project ideas and do supporting research. Required of all D.S. students prior to taking the qualifying examination.

PBDS 850 Advanced Workshop: Writing (3) Organized around writing projects initiated by students in the doctoral program. Work is independently developed but critiqued by the class, the instructor and outside professionals. Course may be repeated for credit only with the approval of the instructor and the director of the doctoral program.

PBDS 851 Advanced Workshop: Design (3) Organized around design projects initiated by students in the doctoral program. Work is independently developed but critiqued by the class, the instructor and outside professionals. Course may be repeated for credit only with the approval of the instructor and the director of the doctoral program. Lab fee required.
PBDS 853 Advanced Workshop: Videography (3) Organized around videography projects initiated by students in the doctoral program. Work is independently developed but critiqued by the class, the instructor and outside professionals. Course may be repeated for credit only with the approval of the instructor and the director of the doctoral program. Lab fee required.

PBDS 854 Advanced Workshop: Publishing (3) Organized around publishing projects initiated by students in the doctoral program. Work is independently developed but critiqued by the class, the instructor and outside professionals. Course may be repeated for credit only with the approval of the instructor and the director of the doctoral program. Lab fee required.

PBDS 856 Advanced Workshop: Hypermedia (3) Organized around hypermedia projects initiated by students in the doctoral program. Work is independently developed but critiqued by the class, the instructor and outside professionals. Course may be repeated for credit only with the approval of the instructor and the director of the doctoral program. Lab fee required.

PBDS 899 DCD Project (1-6) Research and work connected to the doctoral project under the direction of a faculty adviser. A minimum of six semester hours is required for the D.S. degree.

TAXATION (TAXA)
Taxation courses are offered jointly by the Merrick School of Business and by the University of Baltimore School of Law.

Note: TAXA 651: Fundamentals of Federal Income Tax I is a prerequisite for all other tax courses except TAXA: 650: Tax Research and Writing. In the fall semester only, Fundamentals of Federal Income Tax I is a prerequisite or co-requisite for Tax Research and Writing.

TAXA 650 Tax Research and Writing (3) Covers research and writing projects on federal tax subjects with analysis and instruction in tax research techniques, materials and methodology. Students are required to prepare legal memoranda.

TAXA 651 Fundamentals of Federal Income Tax I (3) Covers basic concepts in federal income taxation, including gross income, exclusions, adjusted gross income, deductions, exemptions, credits, assignment of income, identification of the taxpayer, tax rates, depreciation and the alternative minimum tax.

TAXA 652 Corporate Taxation (3) Covers federal income taxation of corporations and their shareholders with emphasis on the formation of the corporation, capital structure, operational alternatives, distributions, partial and complete liquidations, personal holding companies and the accumulated earnings tax. Formation, operation and liquidation of S corporations is discussed briefly.

TAXA 653 Partnership Taxation (3) Explores problems encountered in the formation, operation and liquidation of a partnership, including the acquisition of partnership interests, compensation of the service partner, the treatment of partnership distributions and problems associated with the disposition of partnership interests or property by sale.
TAXA 654 Tax Practice and Procedure (3) Covers aspects of practice before the Internal Revenue Service, including ruling requests, handling of audits, assessment of deficiencies and penalties, closing agreements, tax liens, statutes of limitations, claims for refunds, appeals conferences and practice before the U.S. Tax Court, U.S. District Courts, Claims Court and appellate courts. Also includes analysis of the problems encountered in parallel civil and criminal proceedings, problems involving government investigatory powers and taxpayer rights and privileges.

TAXA 655 Tax Policy (3) A study of the evolution and structure of the federal income tax system from a public-policy perspective with a focus on legal, economic, social and practical considerations. Alternatives, including current legislative proposals, are considered. Students prepare a paper on a tax policy issue approved by the professor.

TAXA 660 Estate and Gift Taxation (3) Covers the basic principles of federal estate and gift taxation, including computation of the taxable estate, inter vivos transfers, transfers in contemplation of death, transfers with retained interests or powers, joint interests, life insurance proceeds, property subject to powers of appointment, the marital deduction and the unified credit.

TAXA 662 Foreign Taxation (3) Analysis of the federal income tax provisions applying to U.S. inbound and outbound transactions and investments. Course covers U.S. resident status, source-of-income rules, graduated tax on effectively connected income, withholding tax on FDAP income, branch profits tax, FIRPTA, tax treaties, foreign tax credit, foreign earned income exclusion, Subpart F and transfer pricing.

TAXA 663 Qualified Pension and Profit-Sharing Plans (3) An introduction to pension and profit-sharing law with particular emphasis on Title 2 (IRS) of ERISA. Geared toward understanding all of the pension and profit-sharing rules that must be met for plan qualification, with emphasis on qualified plan planning for both incorporated and unincorporated forms of business.

TAXA 664 Executive Compensation (2) Covers methods of providing tax-free and tax-deferred compensation to employees, including section 83 tax planning, stock option tax planning, incentive compensation arrangements and methods of funding nonqualified plans.

TAXA 665 Tax-Exempt Organizations (2) An analysis of provisions relating to the qualification for exemption from federal income tax, with emphasis on section 501(c)(3) organizations, private foundations and the treatment of unrelated business income.

TAXA 667 Estate Planning (3) Examines methods of disposing of estates by will, life insurance, inter vivos arrangements and the consideration of resulting tax and administrative problems. Also focuses on gathering and analyzing facts in the planning and drafting of trusts, wills and related documents. additional prerequisite: TAXA 660

TAXA 668 Business Planning Workshop (3) An integrated study of the impact of tax, securities, corporate law and partnership law on business transactions. Topics include selection of the form of business enterprise, acquisitions and dispositions of business interests, and professional responsibility
issues. Students prepare writing projects relating to the course material. **additional prerequisites: TAXA 652 and TAXA 653**

**TAXA 670 Income Taxation of Estates and Trusts (3)** Covers federal income taxation of decedents’ estates, simple and complex trusts, charitable trusts and grantor trusts. Also covers the preparation of fiduciary income tax returns with emphasis on unique tax issues such as income in respect of a decedent, distributable net income and fiduciary accounting.

**TAXA 671 Corporate Reorganizations (3)** An analysis of the tax treatment of corporations and shareholders in corporate acquisitions, divisions, reincorporations and recapitalizations, including a discussion of section 338. Review of the net operating loss carryover and collapsible corporation rules. **additional prerequisite: TAXA 652**

**TAXA 672 State and Local Taxation (3)** Explores federal constitutional and statutory limitations on state authority to tax a multistate business. Specific topics include the Commerce Clause, sales and use tax nexus and PL 86-272 limitations on state income taxation. Also covers apportionment of income derived from a multistate business and combined versus separate entity reporting. Maryland state and local taxation also are examined briefly.

**TAXA 674 Consolidated Corporations (2)** An analysis of the techniques used by multiple, related corporations to report income and losses. Detailed examination of the consolidated income tax regulations and consideration of other problems encountered by affiliated groups of corporations. **additional prerequisite: TAXA 652**

**TAXA 675 Advanced Real Estate Taxation (2)** An analysis of the effect of income taxes on real estate transactions; a comparison of the various entities used for the ownership and development of real estate; real estate syndications, basis and basis adjustments; alternative financing techniques such as the sale-leaseback; depreciation, amortization and obsolescence; passive activity and at-risk rules; and REITS. **additional prerequisite: TAXA 678**

**TAXA 678 Fundamentals of Federal Income Tax II (3)** A continuation of basic tax concepts, including cash and accrual methods, capital gains and losses, 1231 transactions, recapture, original issue discount and imputed interest, below-market loans, installment sales, like-kind exchanges, involuntary conversions, at-risk rules and passive loss rules.

**TAXA 679 Welfare Benefit Plans (2)** Welfare benefit plans are employee-sponsored plans that provide employees with benefits other than pension and retirement plans and deferred compensation. Welfare benefit plans include life insurance, health insurance, disability insurance, vacation pay, severance pay, educational reimbursement, group legal services and dependent assistance care plans. This course focuses on federal income tax requirements for various welfare benefit plans, including fringe benefits and health-care continuation coverage under COBRA. Examines the income tax consequences to employers who sponsor, and employees who participate in, welfare plan benefits. Discusses the various
mechanisms for offering welfare benefit plans, such as cafeteria plans under section 125 and VEBAs under section 501(c)(9).

**TAXA 680 Advanced Qualified Pension and Profit-Sharing Plans (3)** Building on the foundation provided by TAXA 663: Qualified Pension and Profit-Sharing Plans, this in-depth examination of defined contribution and defined benefit plans includes current IRS positions; final, proposed and temporary regulations; and developing case law. Tax-sheltered annuities are considered. *additional prerequisite: TAXA 663*

**TAXA 682 Bankruptcy Taxation (2)** An introduction to the basics of bankruptcy law and creditors’ rights and an analysis of tax issues that arise.

**TAXA 684 S Corporations (1)** Covers federal income taxation of S corporations and their shareholders with emphasis on the creation of the S corporation, capital structure, operational alternatives, distributions and liquidations.

**TAXA 689 Advanced Partnership Taxation (3)** Builds upon the ideas presented in TAXA 653: Partnership Taxation and provides students with additional skills that are valuable when practicing in the area of partnership taxation. Requires an ability and willingness to engage in critical thinking and problem-solving. Topics covered include the issues surrounding family limited partnerships; transferring property into and out of a partnership on a tax-deferred basis; recognizing transactions considered tax shelters or “abuses of subchapter K” under the current climate; and the international tax concepts. *additional prerequisite: TAXA 653*

**TAXA 690 State Tax Policy Issues Seminar (2)** An advanced state and local tax seminar consisting of discussions of articles written by leading state tax theoreticians and practitioners regarding the present condition and likely future of state taxation in the 21st century. Each student will be expected to moderate at least one group discussion during the semester. The grade will be based on class participation and on the completion of one publishable paper on a state tax policy topic of the student’s choice, subject to the instructor’s approval. *additional prerequisite: TAXA 672*

**TAXA 692 Introduction to the Taxation of Financial Products (2)** A study of the taxation of basic financial building blocks (equity, debt, options, notional principal contracts and forward contracts) and their various combinations. Financial equivalencies among traditional and derivative instruments that are taxed under widely varying tax regimes. Use of financial instruments to change the timing, character and source of income. Gaps in existing law, possible future tax regimes and emerging financial products. *additional prerequisite: TAXA 678 is strongly recommended*

**TAXA 799 Independent Study (1-2)** Students may study an area of particular interest to them, not covered in a significant way elsewhere in the program, via an independent study. To qualify, students must submit a written proposal and obtain the consent of a faculty member who supervises the project. The proposal must be approved by both the supervising faculty member and the program director.