College of Management and Technology

School of Management

Overview of Programs

Advisory Committee Meeting
January 2014
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Doctoral

Doctor of Business Administration (D.B.A.)

Program Description
The Doctor of Business Administration (D.B.A.) is a practitioner-scholar doctoral degree in business administration and management. It is targeted to business executives who have a master’s degree in a discipline or field related to the program/specialization for which application is made and who have practical business management experience. The program helps students enhance their career profile with real-time knowledge—in preparation for expanded roles with their current employer or with another organization, or for roles as consultants or university-level teachers.

Curriculum

Degree Requirements
60 total semester credit hours*
Foundation course (3 sem. cr.)
Core courses (18 sem. cr.)
Research methods courses (10 sem. cr.)
Specialization courses (9 sem. cr.)
Doctoral studies sequence (20 sem. cr.)
8 days of academic residency (two 4-day residencies)

Completion
The program completion rate is the percentage of students who graduated between July 1, 2011, and June 30, 2012, who completed this program in the normal completion time. The program completion time may vary depending on transfer of credit and the pace at which a student chooses to complete the program. Because many of the students in this program are working adults and need to balance personal and professional commitments, our academic advisors can help establish an appropriate program of study that enables each student to complete this program in a time frame that works best for him or her.

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<tr>
<th>Rate</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>On-time completion rate</td>
<td>97.1%</td>
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Learning Outcomes
1. Assess the relevance of current and emerging business theory and practice from an interdisciplinary perspective.
2. Formulate and execute effective solutions to complex, real-world problems common to the practice of business and management.
3. Apply the current research literature from business and management to practical problems found in business and management.
4. Design and conduct rigorous research that contributes to the professional body of knowledge on business and management.
5. Clearly communicate to stakeholders about problem statements, research approaches and results, solutions, and assessment.
6. Explain their ethical responsibilities as members of the business community and citizens in society.

**Foundation Course (3 sem. cr.)**  
DDBA 8006 - Contemporary Challenges in Business

**Core, Business Strategy, and Research Courses (18 sem. cr.)**  
DDBA 8151 - Organizational Leadership: Doctoral Theory and Practice  
DDBA 8120 - Information Systems: Global Management Strategies and Technologies  
DDBA 8130 - Marketing: Strategic Innovation in Globally Diverse Markets  
DDBA 8140 - Finance: Fiscal Leadership in a Global Environment—Creating Competitive Responses and Building Corporate Opportunities  
DDBA 8110 - Business Operations: Systems Perspectives in Global Organizations  
DDBA 8161 - Business Strategy and Innovation for Competitive Advantage

**Research Methods Courses (10 sem. cr.)**  
DDBA 8427 - Applied Research Methods—Qualitative and Quantitative  
DDBA 8991 - Qualitative and Case Study Research for Business Analysis  
DDBA 8438 - Quantitative Decision Making for Business Analysis

**Doctoral Studies Sequence (20 sem. cr.)**  
DDBA 8100 - Doctoral Study Mentoring  
DDBA 9000 - Doctoral Study Completion

**Specializations**  
Accounting  
Entrepreneurship  
Finance  
Global Supply Chain Management  
Healthcare Management  
Human Resource Management  
Information Systems Management  
International Business  
Leadership  
Marketing  
Project Management
Social Impact Management
Technology Entrepreneurship
Self-Designed

Certificates

Post-Doctoral Bridge to Business Administration Certificate
The Post-Doctoral Bridge to Business Administration Certificate program is designed to provide students who hold a doctoral degree in business or a non-business field with core knowledge in a business discipline outside their previous doctoral studies. Students explore such topics as marketing, business strategy, supply chain management, and compliance. This certificate program emphasizes business aspects in a global context and explores relevant trends students can apply in settings that include postsecondary education, research, and consulting.

Certificate Requirements
- Hold a recognized terminal degree in a business or non-business field
- 15 total semester credit hours
- Foundation course (3 sem. cr.)
- Core course (3 sem. cr.)
- Specialization courses (9 sem. cr.)

Foundation Course (3 sem. cr.)
DDBA 8006 - Contemporary Challenges in Business

Core Course (3 sem. cr.)
DDBA 8161 - Business Strategy and Innovation for Competitive Advantage

Specialization Courses (9 sem. cr.)
Accounting
Entrepreneurship
Finance
Global Supply Chain Management
Healthcare Management
Human Resource Management
Information Systems Management
International Business
Leadership
Marketing
Project Management
Social Impact Management
Technology Entrepreneurship
Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
Walden’s Doctor of Business Administration is accredited by the Accreditation Council for Business Schools and Programs (ACBSP), a leading specialized accreditation association that identifies and supports excellence in business education.

When you earn your D.B.A. online at Walden, you benefit from a program that features:
- Curriculum that applies cutting-edge research to real issues in business and management.
- Access to experienced faculty members and experts with both academic and professional credentials.
- An opportunity to select a doctoral study chair, based on your own professional interests and background, to guide you through your final doctoral study project.
- Face-to-face residencies that prepare you for critical phases of your doctoral study.
- A doctoral study project that addresses a practical issue within the workplace and illustrates your mastery of business strategy.
- Ten specializations, including the option to design your own, that focus on the latest research, theories, and trends influencing business.

The D.B.A. program may be your best choice if you want to:
- Deepen my understanding of such topics as change leadership and innovation.
- Participate and design a doctoral study based on a real-world project within my organization or business.
- Execute research-based business strategies within an organization or business.
- Influence the practical application of management.
- Assume a leadership position within my organization.
- Influence my industry as a business consultant.

Faculty Overview
Program Director:
Freda Turner, M.S., Golden Gate University; M.Ed., University of North Florida; Ph.D., Walden University.

Core Faculty:
Yvonne Doll, M.S., University of Southern California; D.M., University of Phoenix.
Gene Fusch, Ph.D., Southern Illinois University
James Savard, M.S., Embry-Riddle Aeronautical University; M.S., Regis University; Ph.D., Northcentral University.
Neil Mathur, M.Ed., Cambridge College; Ph.D., Union Institute and University.
Douglas G. Campbell, B.S., San Jose University; M.S., Webster University; Ph.D., Capella University.
Al Endres, M.S., Ph.D., Illinois Institute of Technology.
Reginald Taylor, Ph.D., Walden University.

**Contributing Faculty:**

*(136)* Contributing Faculty directly support the D.B.A. program.
Ph.D. in Management

Program Description
Walden’s Ph.D. in Management is one of the few Ph.D. programs in management offered online. The program takes an interdisciplinary approach to the field of management and its influence on the development of individuals and society. Learners conduct original research in a specific area of interest as they focus on a problem worthy of study and connect their research to implications for positive social change. Learners may choose a specialization that fits a personal and/or career objective or design an individualized specialization. Learners will help prepare to meet the challenges and opportunities in their profession and our organizational world; study ways to facilitate positive social change; and, enhance their capabilities as a researcher, scholar, manager, teacher, or consultant.

The curriculum for the Ph.D. in Management offers an interdisciplinary approach to the study of management.

Mission
The mission of the Ph.D. in Management program is to help learners to think deeply about the role and function of management in society, collaborate with other professionals in the development of new knowledge in the field, and to create possible solutions to pressing problems affecting people and organizations around the world.

Curriculum
Degree Requirements
KAM-Based (Individualized) Specializations
Accounting, Engineering Management, Finance, Leadership and Organizational Change, Operations Research, and Self-Designed Specializations
102 total quarter credit hours
Foundation course (6 cr.)
Professional Development Plan and program of study
5 Knowledge Area Modules (60 cr.)*
Satisfactory progress in SBSF 7100 each quarter
Foundation Research Sequence (12 cr.)
Advanced Research course (4 cr.)
Proposal, dissertation, and oral presentation (20 cr.)
16 units of academic residency (four 4-day residencies)

Option for KAM VII
Based on background and specific dissertation objectives, students often have very different research needs. Therefore, for all doctoral programs within the School of Management, the KAM VII requirement has been designed to provide students with two options to meet these different needs. With the approval of the student’s faculty
mentor and the appropriate program administrator, the student may select one of the following options to complete:

- An independent paper on a critical topic and two complementary doctoral-level courses
- A traditional KAM, focused on the research design selected by the student.

**Course-Based Specializations**

Information Systems Management, Leadership and Organizational Change, Finance, and Human Resource Management Specializations

96 total quarter credit hours

Foundation course (6 cr.)

Professional Development Plan and program of study

Core coursework (24 cr.)

Foundation Research Sequence (12 cr.)

Specialization coursework (24 cr.)

Advanced Research course (4 cr.)

Proposal, dissertation, and oral presentation (20 cr.)

16 units of academic residency (four 4-day residencies)

**Certificates**

**Post-Doctoral Bridge to Management Certificate**

The Post-Doctoral Bridge to Management Certificate program is designed to provide students who hold a doctoral degree in management or a non-management field with core knowledge in a management discipline outside their previous doctoral studies. Students explore such topics as ethical leadership, information systems management, financial decision making, and performance improvement implementation. This certificate program emphasizes management aspects in a global context and explores relevant trends students can apply in settings that include postsecondary education, research, and consulting.

**Certificate Requirements**

- Hold a recognized terminal degree in a business or non-business field
- 26 total quarter credit hours
- Foundation course (6 cr.)
- Specialization courses (20 sem. cr.)

**Foundation Course (6 cr.)**

MGMT 8000 - Foundations for Ph.D. Study

**Specialization Courses (20 cr.)**

Leadership and Organizational Change

Information Systems Management
Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Completion
The program completion rate is the percentage of students who graduated between July 1, 2011, and June 30, 2012, who completed this program in the normal completion time. The program completion time may vary depending on transfer of credit and the pace at which a student chooses to complete the program. Because many of the students in this program are working adults and need to balance personal and professional commitments, our academic advisors can help establish an appropriate program of study that enables each student to complete this program in a time frame that works best for him or her.

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<td>On-time completion rate</td>
<td>49.3%</td>
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Learning Outcomes
1. Articulate the evolution of the field of management and its relationship to human and societal development.
2. Analyze various theories, concepts, and tools that seek to explain and provide the basis for management decision making.
3. Evaluate management and systems-thinking principles at the core of the design and evolution of organizational and social systems.
4. Appraise the relevance of seminal, current, and emerging management theories and practices from an interdisciplinary and social-change perspective.
5. Assess identified gaps in the current research literature in the field of management and in their chosen areas of specialization.
6. Design efficacious and ethical research that addresses identified gaps in the body of knowledge in management and related sub-fields.
7. Advance the body of knowledge through original research in the field of management and chosen areas of specialization via the application of a variety of appropriate methodology, design, and analysis methods.
8. Communicate effectively to academic and general stakeholders the results of original research that advances the field of knowledge in management and chosen specializations and contributes to positive social change.

Program Differentiators
Walden’s Ph.D. in Management is accredited by the Accreditation Council for Business Schools and Programs (ACBSP), a leading specialized accreditation association that identifies and supports excellence in business education. We may be the only Ph.D. Program that explicitly connects every dissertation to positive social change. In so doing our graduates not only think deeply about their subject matter expertise but also their role in organizations and in society.

Walden offers two formats for completing the Ph.D. in Management degree program. The course-based format may be your best choice if you want to:

- Follow a structured program with a specific plan for completion.
- Collaborate with peers and faculty members through online discussions and residencies.
- Pursue a specialization in Finance, Human Resource Management, Information Systems Management, or Leadership and Organizational Change.

The self-directed format may be your best choice if you want to:

- Accommodate an unpredictable personal schedule that might prevent you from meeting the many regular due dates for assignments and discussions in the course-based program.
- Structure your own flexible program with the support of a faculty mentor.
- Immediately focus research papers on your area of interest.
- Pursue a Self-Designed specialization or a specialization in Accounting, Engineering Management, Finance, Leadership and Organizational Change, or Operations Research.

The Ph.D. in Management may be your best choice if you want to:

- Deepen your knowledge and understanding of the field of management and to become an expert in one of its subfields.
- Produce a traditional doctoral dissertation that results in a scholarly paper and a platform for further research.
- Conduct original academic research with the intent of adding to scholarship in the field.
- Transition into a faculty position in higher education.
- Publish research as an expert author building your credibility as a consultant.
- Serve as a leader and expert within your organization.

Faculty Overview

Program Director:
John Nirenberg, B.A., Ph.D., University of Connecticut; M.S., Southern Connecticut State University; M.F.A., University of New Orleans.
Core Faculty:
Aqueil Ahmad, Ph.D., Aligarh University, India.
Raghu B. Korrapati, B.S.E., Amravati University, India; M.Tech., Andhra University, India;
M.S., University of South Carolina; M.B.A., Webster University; Ph.D., Nova
Southeastern University.
David A. Gould, B.A. University of Washington; M.B.A., University of Puget Sound; M.S.E,
Ed.D., Seattle University.
Susan Jespersen, B.S., University of South Florida; M.S., California State University;
D.B.A., Nova Southeastern University.
Bonnie Rabin, Ph.D., Cornell University.
Jeffrey Prinster, B.A., Brigham Young University; M.B.A., Drexel University; D.B.A., Alliant
International University.
Sandy Kolberg, Ph.D., Walden University.

Contributing Faculty: 75 Contributing Faculty directly support the Ph.D. in Management
program.
Master's

M.S. in Accounting

Program Description
The M.S. Accounting program is focused on advanced accounting principles as well as current topic analyses that form a basis for improved decision-making and analytical capability. This program is geared toward accounting professionals who desire to refine and increase their knowledge in accounting topics. These individuals may be working as public accountants, in private practice, in government, or in nonprofit organizations. The core courses in the M.S. in Accounting program focus on developing skills in accounting research and communication, legal and ethical analysis, and managerial accounting with a focus on organization-wide performance. This degree program also has content aligned with professional certifications such as CPA, CIA, CFE, CFA, and CMA.

Mission
The M.S. Accounting mission statement is consistent with the College of Management mission statement.

Curriculum
Degree Requirements
- 30 total semester credits
- Core courses (15 sem. cr.)
- Specialization courses (15 sem. cr.)

Completion
The program completion rate is the percentage of students who graduated between July 1, 2011, and June 30, 2012, who completed this program in the normal completion time. The program completion time may vary depending on transfer of credit and the pace at which a student chooses to complete the program. Because many of the students in this program are working adults and need to balance personal and professional commitments, our academic advisors can help establish an appropriate program of study that enables each student to complete this program in a time frame that works best for him or her.

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<tr>
<td>On-time completion rate</td>
<td>100%</td>
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Learning Outcomes
1. Assess the impact of managerial decisions in organizational contexts using research techniques and results.
2. Communicate effectively about accounting and business practices, demonstrating knowledge of and respect for a variety of audiences.
3. Effectively employ quantitative and analytical skills essential in the accounting profession.
5. Evaluate accounting and business practices from ethical, legal, and regulatory perspectives, considering diverse stakeholders and competing interests.
6. Appraise the mission-critical role the accounting professional has as an active partner in supporting the goals and needs of the organization.
7. Evaluate opportunities accounting professionals have to promote sustainable, socially aware organizations.

Core Courses (15 sem. cr.)
ACCT 6100 - Effective Communication for the Accountant
ACCT 6110 - Legal and Ethical Issues in Accounting
ACCT 6120 - Financial Management Tools for Decision Making
ACCT 6130 - Managerial Accounting for Organizational Performance
ACCT 6140 - Current Trends in Accounting Standards

Specializations (15 sem. cr.)
Accounting for the Professional
Accounting With CPA Emphasis
Self-Designed

Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
Walden’s M.S. in Accounting is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) for Accounting, which is a specialized accreditation, a leading specialized accreditation association that identifies and supports excellence in business education.

The M.S. in Accounting program may be your best choice if you are looking for the opportunity to:

- Gain the analytical skills essential to the accounting profession and your organization.
- Construct alternative solutions to unique accounting scenarios and challenges and communicate recommendations to your management team.
- Focus on the mission-critical role of the accounting professional as an active partner in supporting the goals and needs of the organization.
- Concentrate your course of study on a variety of advanced accounting topics.
A number of states (Alabama, Illinois, Maryland, New York, New Jersey) require the specialized accounting accreditation to include course credit to sit for the CPA exam.

Prepare for profession accounting certifications such as the CPA, CMA, CFE, CIA and CFP.

Assist students in meeting their continuing professional education requirements.

Faculty Overview

Program Director:
Roberto R. Castaneda, B.S., DePaul University; M.B.A., Northwestern University; D.B.A., Argosy University, Schaumburg.

Contributing Faculty:
(7) Contributing Faculty directly support the M.S. Accounting program.
M.S. in Accounting and Management

Program Description
The M.S. in Accounting and Management program is focused on providing managers with graduate-level core accounting analysis and advanced management principles as well as current topic analyses that form a basis for improved decision-making and analytical capability. This program is geared to both accounting professionals and managers who are looking to refine and learn more about a variety of accounting and management topics. The core courses in the M.S. in Accounting and Management program focus on developing skills in accounting research and communication, legal and ethical analysis, and managerial accounting that focuses on organization-wide performance. This degree program also has content aligned with professional certifications such as CPA, CIA, CFE, CFA, and CMA.

Mission
The M.S. Accounting & Management mission statement is consistent with the College of Management mission statement.

Curriculum
Degree Requirements
30 total semester credits
Core courses (15 sem. cr.)
Specialization courses (15 sem. cr.)

Completion
This program had fewer than 10 graduates during July 1, 2011 to June 30, 2012. As a result, Walden does not disclose this information in order to protect students’ privacy per U.S. Department of Education guidelines.

Learning Outcomes
1. Communicate effectively about accounting and managerial practices, demonstrating knowledge of and respect for varied audiences.
2. Evaluate accounting and managerial practices from ethical, legal, and regulatory perspectives, considering diverse stakeholders and competing interests.
3. Appraise the mission-critical role the accounting professional has as an active partner in supporting the goals and needs of the organization.
4. Evaluate opportunities accounting professionals and managers have to promote sustainable, socially aware organizations.
5. Assess the impact of managerial decisions in organizational contexts using research techniques and results.
6. Assess opportunities to sustain and improve organizational performance through effective management and accounting decision making.
7. Propose systematic, sustainable solutions to complex business problems by applying critical-thinking and analysis skills.

Core Courses (15 sem. cr.)
ACMG 6100 - Effective Communication for the Accountant
ACMG 6110 - Legal and Ethical Issues in Accounting
ACMG 6120 - Financial Management Tools for Decision Making
ACMG 6130 - Managerial Accounting for Organizational Performance
ACMG 6140 - Current Trends in Accounting Standards

Specializations (15 sem. cr.)
Accountants as Strategic Managers
Self-Designed

Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
Walden’s M.S. in Accounting and Management is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) for Accounting, which is a specialized accreditation, a leading specialized accreditation association that identifies and supports excellence in business education.

The M.S. in Accounting and Management program may be your best choice if you are looking for the opportunity to:

- Enhance your skills as a manager.
- Assess opportunities to sustain and improve organizational performance through effective management and accounting decision making.
- Propose and make recommendations on systematic, sustainable solutions to complex business problems by applying critical-thinking and analysis skills.
- Learn best practices in communicating accounting and managerial issues and solutions, demonstrating knowledge of and respect for a variety of audiences.
- The M.S. Accounting & Management is geared toward those students who do not wish to sit for the certified public accounting exam, but desire an accounting degree that would allow them to move up in their organizations or seek additional courses in accounting.
- Assist students in meeting their continuing professional education requirements.

Faculty Overview
Program Director:
Roberto R. Castaneda, B.S., DePaul University; M.B.A., Northwestern University; D.B.A., Argosy University, Schaumburg.

**Contributing Faculty:**

(6) Contributing Faculty directly support the M.S. Accounting & Management program.
M.S. in Communication

Program Description
Through a curriculum aligned with the latest communication practices and theories, the M.S. in Communication program prepares students for challenging careers in marketing, public relations, social media, and related fields. Coursework focuses on how to create engaging messages for local, national, and global audiences and translate that messaging into various media. Students also explore how to strategize, execute, and measure integrated communication plans using both traditional and digital channels.

Curriculum
Degree Requirements (30 total semester credit hours)
Core courses (27 sem. cr.)
Capstone course (3 sem. cr.)

Completion
Estimated time to completion is 20 months. The program completion rate for July 1, 2011, to June 30, 2012, is not available.

Learning Outcomes
1. Apply communication theories and principles effectively.
2. Critically analyze media from producer and consumer perspectives.
3. Use appropriate traditional and digital media to attain desired results.
4. Demonstrate an understanding of how the regulatory environment impacts the communication field.
5. Evaluate communication plans and activities that will result in achievement of organizational goals.
6. Practice ethically in the field of communication.
7. Communicate professionally with stakeholders in oral and written modes.
8. Use the creative process to solve organizational issues.
9. Develop, implement, and measure integrated communication plans.

Core Courses (27 sem. cr.)
COMM 6100 - Communication Theory in Practice: Here and Now
COMM 6110 - Media Effects: Mass Media in Modern Society
COMM 6120 - Persuasive Storytelling
COMM 6130 - Communication Using Social and Digital Media
COMM 6140 - Message Design, Audience, and Evaluation
COMM 6150 - Interpersonal Communication
COMM 6160 - Creative Strategy and Execution: From Brief to Presentation
COMM 6170 - Public Relations Concepts and Strategy
COMM 6180 - Crisis Communication
Capstone Course (3 sem. cr.)
COMM 6900 - Communication Capstone

Specializations
None

Certificates
Graduate Certificate in Communication
Certificate Courses (12 sem. cr.)
COMM 6100 - Communication Theory in Practice: Here and Now
COMM 6110 - Media Effects: Mass Media in Modern Society
COMM 6120 - Persuasive Storytelling
COMM 6130 - Communication Using Social and Digital Media

Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
Walden’s M.S. in Communication program features:
- Digital tools such as downloads, videos, and podcasts to help illustrate communication concepts and give you hands-on experience with the latest media channels.
- An embedded Graduate Certificate in Communication, which you are eligible for after completing the first four courses.
- The opportunity to create a robust electronic portfolio of work that you can present to prospective employers.
- A capstone project that allows you to apply the skills and knowledge gained throughout your program to a real-world situation.

Faculty Overview
Program Director:
Karen Allyson Wattley Gee, Ph.D., Howard University
M.S. in Human Resource Management

Program Description
The M.S. in Human Resource Management program was designed for students who want to enter the field or those who want to grow and expand their existing careers in human resources. The program applies a human capital development and management approach throughout all of its specializations and courses. Students prepare to oversee, develop, and manage the human capital of small to large organizations, thereby addressing the vital roles of the human resource professional within an operations and strategy setting. Students have the opportunity to develop and enhance critical management, strategic, organizational, and analytical skills through one of three specializations, which are based on industry needs and traditional curricula. Each specialization aligns with the recommended curriculum and skill development needs of human resource professionals as identified by the Society for Human Resource Management (SHRM).

Curriculum
Degree Requirements
General Program (30 total semester credit hours)
Core courses (27 sem. cr.)
Capstone course (3 sem. cr.)
Optional specializations, three courses (9 additional sem. cr.)

Completion
The program completion rate for July 1, 2011, to June 30, 2012, is not available

Learning Outcomes
1. Apply the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals related to the organization’s human capital.
2. Deploy appropriate HRM metrics and other HRM analytics to make informed decisions that enhance the effectiveness of the recruitment, training, development, and retention of human resources and align the HRM strategy with the overall organizational strategy and purpose.
3. Appraise and apply techniques in talent management that human resource professionals may use to facilitate effective position planning, talent selection, placement, compensation and rewards, as well as retention.
4. Propose mediation or negotiation strategies that lead to positive, ethical outcomes and demonstrate scrupulous consideration of perceived points of conflict; differences in values, beliefs, and cultures; or divergence of goals.
5. Assess opportunities to improve and sustain organizational performance through strategic thinking and management, the development of human capital, the allocation of physical and financial resources.
6. Exhibit the ability to make reasoned, ethical decisions based on professional standards and practices for ethical conduct, legal requirements, and regulatory guidelines in human resource management that are in the best interest of the individual, the organization, the environment, and society as a whole.

7. Propose systematic, systemic, and sustainable solutions to complex business problems related to human capital and human resource needs and issues by applying critical-thinking and analytical skills.

Core Courses (27 sem. cr.)
   MHRM 6100 - Foundations of Human Capital Development♦
   MHRM 6110 - Talent Management
   MHRM 6120 - Human Resource Metrics
   MHRM 6600 - Performance Management
   MHRM 6130 - Negotiation and Conflict Resolution
   MHRM 6140 - Budgeting and Resource Allocation
   MHRM 6605 - Strategic Human Resource Management
   MHRM 6635 - Managing Business Partner Relationships
   MHRM 6645 - Building Organizational Capacity Through Succession Planning

Capstone Course (3 sem. cr.)
   MHRM 6900 - Capstone: Human Resource Planning in Action

Specializations
   Functional Human Resource Management
   Integrating Functional and Strategic Human Resource Management
   Organizational Strategy

Certificates
   Graduate Certificate in Human Resource Management
      Certificate Courses (12 sem. cr.)
      MHRM 6100 - Foundations of Human Capital Development
      MHRM 6110 - Talent Management
      MHRM 6120 - Human Resource Metrics
      MHRM 6600 - Performance Management

Course Descriptions
   http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
   Capstone
Apply the integrated theory, knowledge, and skills gained in the program to real-world challenges as you develop an evidence- and research-based human resource Annual Operating Plan for any organization (non-profits are organizations, too ... ) of your choice.

**SHRM Virtual Student Chapter**
Join Walden’s virtual student chapter of the Society for Human Resource Management (SHRM). Gain access to a wide network of human resource professionals and stay current on the best practices in the field.

**SHRM Alignment**
Benefit from coursework that meets the suggested guidelines of SHRM.

**Conferences and Real-World Insights**
Benefit from access to live streaming presentations of prestigious international events and conferences, such as the World Innovation Forum, World Leadership Forum, World Business Forum, and Clinton Global Initiative Annual Meeting. Learn from today’s most innovative authors, business executives, and thought leaders in our Inspiring Today’s Leaders webinar series.

**WOBI Membership**
Receive a complimentary membership to WOBI|World of Business Ideas, a stimulating online environment where you can explore innovative ideas from industry leaders and business icons who are shaping our global marketplace.

**Fulfilled Program**
Enjoy the advantages of automatic registration and textbooks provided as part of your sequenced program.

**Accelerated Path to a Doctoral Degree**
When you complete your M.S. in Human Resource Management, you may be able to receive credit for four courses when enrolling in the Doctor of Business Administration (D.B.A.) and for two courses when enrolling in the Ph.D. in Management program.

**Faculty Overview**
**Program Director:**  
Henry Brashen, Ph.D., University of Washington.

**Core Faculty:**  
Wanda S. Gravett, B.S., University of Texas; M.H.A., University of Minnesota; Ph.D., University of Nebraska.

**Contributing Faculty:**
(7) Contributing Faculty directly support the M.S. Human Resource Management program.
M.S. in Leadership

Program Description
The M.S. in Leadership program is designed to build the necessary knowledge base and skills for leaders to excel in meeting the ever-evolving challenges of a complex world. The degree program will help prepare leaders to seek and find innovative answers to novel problems and challenges. Moreover, this program will help prepare students to create positive change at individual, organizational, local, regional, and international levels of engagement, where traditional approaches no longer suffice.

Curriculum
Degree Requirements
General Program (30 total semester credit hours)
Core courses (27 sem. cr.)
Capstone course (3 sem. cr.)
Optional specializations, three courses (9 additional sem. cr.)

Completion
The program completion rate is the percentage of students who graduated between July 1, 2011, and June 30, 2012, who completed this program in the normal completion time. The program completion time may vary depending on transfer of credit and the pace at which a student chooses to complete the program. Because many of the students in this program are working adults and need to balance personal and professional commitments, our academic advisors can help establish an appropriate program of study that enables each student to complete this program in a time frame that works best for him or her.

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Learning Outcomes
1. Apply sound principles in the practice of innovative leadership in complex environments to achieve positive transformation of individuals and organizations.
2. Apply appropriate research and analysis techniques to investigate complex situations in order to develop formal research-based solutions rooted in leadership concepts and practice.
3. Demonstrate reasoned, ethical decision-making skills, recognizing the local and far-reaching implications and effects of complex decisions.
4. Formulate strategies for organizational or community growth and success that promote accountability, sustainability, mutual respect, and diversity among constituents.
5. Develop constructive approaches to change and innovation that manage risk, embrace ambiguity, and enable agility by responding and adapting to evolving circumstances.
6. Evaluate their own values, strengths, and weaknesses in order to further develop their own leadership styles and improve their leadership effectiveness.
7. Effectively and persuasively articulate challenges and opportunities facing leaders in the contemporary global setting, demonstrating an integrated, empirical perspective; an appreciation for the long term; and an understanding of changing expectations and roles of leaders.

Core Courses (27 sem. cr.)
MMSL 6100 - The Character of Leadership
MMSL 6110 - Building Organizational Culture: Leaders as Architects
MMSL 6120 - Leading Vibrant and Diverse Teams
MMSL 6130 - Leadership in a Global Landscape
MMSL 6660 - Personal Leadership: Mentoring and Coaching
MMSL 6661 - Leadership in Action: Change Management and Conflict Resolution
MMSL 6140 - Framing and Analyzing Problems: Research Strategies for Leaders
MMSL 6150 - Developing and Communicating Solutions: Tools and Strategies for Leaders
MMSL 6160 - Taking the Long View: Systems Thinking and Tools for Sustainability

Capstone Course (3 sem. cr.)
MMSL 6900 - Capstone in Leadership: The Social Impact Vision and Project

Specializations
Human Resource Leadership
Leader Development
Self-Designed

Certificates: Approved pending final approval from DOE
Graduate Certificate in Leadership
Certificate Courses (12 sem cr.)
MMSL 6100-The Character of Leadership
MMSL 6100-Building Organizational Culture: Leaders as Architects
MMSL 6120-Leading Vibrant and Diverse Teams
MMSL 6130-Leadership in a Global Landscape

Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
Capstone Project
Choose between two capstone projects that allow you to apply the skills you’ve gained in the program to a real-world situation.

In the **Capstone Proposal Project**, you can take your own idea for a project that can lead to positive social change and work through the steps of preparing a proposal for the project to a funding organization. While you will define any research and expected results required to support the proposal, you will not perform the research itself as part of the project.

In the **Capstone Research Project**, you can select a social impact issue or area that interests you, explore that topic in-depth, and work through the steps required to complete a scholarly paper on the topic. Graduate-level critical thinking and writing will be applied in completing this work.

**Leadership Conferences and Real-World Insights**
Benefit from access to live streaming presentations of prestigious international events and conferences, such as the World Innovation Forum, World Leadership Forum, World Business Forum, and Clinton Global Initiative Annual Meeting. Learn from today’s most innovative authors, business executives, and thought leaders in our Inspiring Today’s Leaders webinar series.

**WOBI Membership**
Receive a complimentary membership to WOBI | World of Business Ideas, a stimulating online environment where you can explore innovative ideas from industry leaders and business icons who are shaping our global marketplace.

**Accelerated Path to a Doctoral Degree**
When you complete your M.S. in Leadership, you may be able to receive credit for four courses when enrolling in the Doctor of Business Administration (D.B.A.) program and for two courses when enrolling in the Ph.D. in Management program.

**Faculty Overview**
**Program Director:**
Henry Brashen, Ph.D., University of Washington.

**Core Faculty:**
Pettis D. Perry, B.A., San Francisco State University; M.N.A, Ed.D., University of San Francisco

**Contributing Faculty:**
(6) Contributing Faculty directly support the M.S. Leadership program.
M.S. in Management

Program Description
Walden’s Master of Science in Management program focuses on building the essential managerial skills necessary to thrive in a rapidly changing world. Building on the fundamentals of quality management—sound, ethical decision making and solid communication—the program provides a relevant and real-world-oriented curriculum designed to enhance the learner’s effectiveness as a manager within a wide range of organizations. Learners in the M.S. in Management program will have the option to add two to three additional courses to the end of the program, allowing them to expand and deepen their core management knowledge.

Curriculum
General Program: 30 total sem. cr.
Optional specializations: 9 additional sem. cr.

Completion
Estimated time to completion is 20 months. The program completion rate is the percentage of students who graduated between July 1, 2011, and June 30, 2012, who completed this program in the normal completion time. The program completion time may vary depending on transfer of credit and the pace at which a student chooses to complete the program. Because many of the students in this program are working adults and need to balance personal and professional commitments, our academic advisors can help establish an appropriate program of study that enables each student to complete this program in a time frame that works best for him or her.

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Learning Outcomes
1. Demonstrate critical-thinking skills that lead to ethical and reasoned decision making within a management context.
2. Formulate sustainable solutions to practical management problems encountered in a complex global environment by synthesizing relevant data and information and applying systems thinking to problem-solving.
3. Assess opportunities to improve and sustain organizational performance through strategic thinking, the development of human capital, the allocation of physical resources, and the management of financial resources.
4. Evaluate methods to develop people and manage teams to obtain the best performance in order to achieve goals and positive environments despite potential challenges imposed by a diverse workforce, cross-cultural differences, and virtual work settings.  
5. Propose negotiation strategies that will lead to positive, ethical outcomes and demonstrate scrupulous consideration of perceived points of conflict; differences in values, beliefs, and culture; or divergence of goals.  
6. Appraise techniques managers may use to facilitate change, examining the implications of culture, inertia, and uncertainty as well as the importance of understanding motivation and devising effective communications.  
7. Develop effective communications for various types of management scenarios, demonstrating awareness of audience needs, accepted standards of professional practice, correct grammar, and appropriate writing style. 

**Core Courses (30 sem. cr.)**

- MGMT 6100 - Managing and Leading: A Contemporary Approach  
- MGMT 6110 - Critical Thinking for Effective Management  
- MGMT 6120 - Negotiation and Conflict Resolution  
- MGMT 6130 - Developing People and Managing Teams  
- MGMT 6140 - Initiating and Managing Change  
- MGMT 6150 - Creating Sustainable Solutions Through Systems Thinking  
- MGMT 6160 - Using Data and Information to Solve Problems  
- MGMT 6170 - Budgeting and Resource Allocation  
- MGMT 6180 - Managing Organizational Performance  
- MGMT 6900 - Capstone: Practicing Managerial Decision Making

**Optional specializations: (9 additional sem. cr.)**

- General Program (requires completion of the Core courses only)  
- Healthcare Management  
- Human Resource Management  
- International Business  
- Leadership  
- Marketing  
- Project Management  
- Strategy and Operations

**Certificate**

**Graduate Certificate in Business Management**

- WMBA 6000 - Dynamic Leadership  
- WMBA 6010 - Managing People and Promoting Collaboration  
- WMBA 6020 - Fostering a Culture of Innovation  
- WMBA 6030 - Managing Business Information Systems
Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators

Capstone
Synthesize the theory, content, and practices you’ve learned in the program into a purposeful plan for your future as a management professional. Through research and essays, students reflect on their values, beliefs, and management strengths and weaknesses to develop a foundation for future professional growth. Students complete a comprehensive “Personal Management Treatise” by drawing upon the content learned throughout the program and conducting additional research as part of the Capstone experience.

Conferences and Real-World Insights
Benefit from access to live streaming presentations of prestigious international events and conferences, such as the World Innovation Forum, World Leadership Forum, World Business Forum, and Clinton Global Initiative Annual Meeting. Learn from today’s most innovative authors, business executives, and thought leaders in our Inspiring Today’s Leaders webinar series.

WOBI Membership
Receive a complimentary membership to WOBI|World of Business Ideas, a stimulating online environment where you can explore innovative ideas from industry leaders and business icons who are shaping our global marketplace.

Fulfilled Program
Enjoy the advantages of automatic registration and textbooks provided as part of your sequenced program.

Accelerated Path to a Doctoral Degree
When you complete your M.S. in Management, you may be able to receive credit for four courses when enrolling in the Doctor of Business Administration (D.B.A.) program and for two courses when enrolling in the Ph.D. in Management program.

Sigma Iota Epsilon
Connect with fellow business leaders through the Walden chapter of Sigma Iota Epsilon (SIE), a nationally recognized honor society. Founded in 1927 to enhance the academic and professional aspects of management, SIE promotes professional and social networking among business professionals. Connect with fellow business leaders through the Walden chapter of Sigma Iota Epsilon (SIE), a nationally recognized honor society. Founded in 1927
to enhance the academic and professional aspects of management, SIE promotes professional and social networking among business professionals.

Faculty Overview

**Program Director:**
Rebecca Sidler, Ph.D. Iowa State University

**Core Faculty:**
Pamela Legner, D.B.A., Argosy University
Vanda Marques, Ph.D., Capella University

**Contributing Faculty:**
(12) Contributing Faculty Directly Support the M.S. Management program.
M.S. in Project Management

Program Description
Walden University’s M.S. in Project Management can help equip students with the skills needed to manage projects while leading diverse teams to help their organizations achieve their strategic goals. In this program, students will explore ways to communicate effectively with all stakeholders and will control project risks as they successfully develop and implement projects for their organizations.

Mission
To provide a diverse community of career professionals with the opportunity to develop project management best practices, and the business, communication, and leadership skills necessary, to manage projects and teams for the purpose of helping organizations achieve strategic goals. Also, to provide graduates of the program an opportunity to transform themselves as scholar-practitioners, so that they can effect positive social change in their families, communities, and around the world.

Curriculum
Degree Requirements
30 total semester credit hours
Core courses (27 sem. cr.)
Capstone course (3 sem. cr.)

Completion
This program can be completed in as little as 2 years. The program completion rate is the percentage of students who graduated between July 1, 2011, and June 30, 2012, who completed this program in the normal completion time. The program completion time may vary depending on transfer of credit and the pace at which a student chooses to complete the program. Because many of the students in this program are working adults and need to balance personal and professional commitments, our academic advisors can help establish an appropriate program of study that enables each student to complete this program in a time frame that works best for him or her.

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Learning Outcomes
1. Apply the theoretical and practical aspects of project management to formulate strategies enabling organizations to achieve strategic goals through projects.
2. Evaluate management by projects as an emerging business model in the context of managing complexity, managing change, and optimizing business performance in a dynamic environment.

3. Employ critical-thinking and analytical skills to investigate complex business problems to propose project-based solutions that are derived from project management theory and practice.

4. Articulate the value of project risk management in the broader context of enterprise risk management considering both threats and opportunities posed by environmental factors.

5. Exhibit the ability to make reasoned, ethical decisions that are based on professional standards for ethical conduct in project management as well as in the best interest of the project, the organization, the environment, and society as a whole.

6. Assess leadership styles from the perspectives of the role of the leader and leadership effectiveness in organizations that are managed by function, by matrix, and by projects.

Core Courses (27 sem. cr.)
- MSPM 6102 - Practices in Project Management
- MSPM 6110 - Leadership for the Contemporary Organization
- MSPM 6120 - Integrated Project Process Management
- MSPM 6130 - Budgeting and Management of Operations
- MSPM 6140 - Enterprise and Project Risk Management
- MSPM 6150 - Planning and Administering Project Contracts
- MSPM 6160 - Stakeholder Management and Organizational Behavior
- MSPM 6170 - Sustainability in Project, Portfolio, and Program Management
- MSPM 6180 - Business Process Management and Systems

Capstone Course (3 sem. cr.)
- MSPM 6900 - Capstone: Social Impact in Project Management

Specializations
- None

Certificates
Graduate Certificate in Applied Project Management
- Certificate Courses (9 sem. cr.)
  - MSPM 6102 - Practices in Project Management
  - MSPM 6130 - Budgeting and Management of Operations
  - MSPM 6140 - Enterprise and Project Risk Management

Graduate Certificate in Advanced Project Management
- Certificate Courses (10 sem. cr.)
  - MSPM 6101 - Foundations for Graduate Study in Project Management
MSPM 6120 - Integrated Project Process Management
MSPM 6160 - Stakeholder Management and Organizational Behavior
MSPM 6170 - Sustainability in Project, Portfolio, and Program Management

Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators

Walden University’s M.S. in Project Management program is accredited by the Project Management Institute (PMI)® Global Accreditation Center for Project Management Education Programs (GAC). PMI GAC accreditation is the gold standard for excellence in project management education, affirming that Walden’s curriculum meets rigorous quality standards established by the GAC.

In addition, Walden is an approved provider of project management training by PMI. As a PMI Registered Education Provider (R.E.P.), the university has agreed to abide by PMI-established quality assurance criteria. Each project management course offered at Walden is worth 45 professional development units toward PMP certification.

Throughout the course of the program, you will have the opportunity to:

- Engage in learning activities with faculty who are specialists in the field of project management and with peers who bring diverse experience managing projects across a wide range of public and private industries and organizations.
- Learn the necessary skills to market yourself and your projects to gain organizational exposure.
- Put your newfound knowledge to work on a real-world project through your capstone course. Participate in a comprehensive case study providing relevant and practical applications of project management skills taught throughout the program.
- Benefit from courses that incorporate all 6 content domains of the Project Management Body of Knowledge (PMBOK)® and align with PMI’s PMP® exam.
- Take courses such as Integrated Project Process Management and Budgeting and Management of Organizations, which can help you gain the essential management and technical expertise to lead a range of projects in your organization.

Faculty Overview

Program Director:
Kathleen Simmons, B.S., Charter Oak State College; M.S., George Washington University; Ph.D., Walden University
Core Faculty:
Russell Darnall, M.A., Western Carolina University; Ph.D. University of Phoenix.

Contributing Faculty:
(8) Contributing Faculty directly support the M.S. Project Management program.

Master of Business Administration

Program Description
Walden’s M.B.A. curriculum connects students to real-world issues and trends, with coursework that emphasizes business skills and strategies to help them become more effective business communicators, successful collaborators, creative thinkers, and world-class managers who are well-equipped to work in today’s global work environments. The curriculum touches upon all facets of business and integrates career development strategies throughout the coursework, providing an opportunity to gain skills they can use to effectively manage their careers. Students can customize the M.B.A. program by choosing a specialization or designing their own.

Mission
The Walden M.B.A. prepares a diverse student body to be responsible, disciplined decision makers capable of effectively developing and executing appropriate strategies to achieve organizational goals and positive change in complex business environments.

Curriculum
Degree Requirements
36 total semester credits
Core courses (24 sem. cr.)
Specialization courses (9 sem. cr.)
Capstone course (3 sem. cr.)

Completion
The estimated time to completion is 24 months. The program completion rate is the percentage of students who graduated between July 1, 2011, and June 30, 2012, who completed this program in the normal completion time. The program completion time may vary depending on transfer of credit and the pace at which a student chooses to complete the program. Because many of the students in this program are working adults and need to balance personal and professional commitments, our academic advisors can help establish an appropriate program of study that enables each student to complete this program in a time frame that works best for him or her.

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Learning Outcomes

1. Evaluate the environment in which businesses operate with awareness of complexities, interdependencies, risks, consequences, and diverse stakeholder perspectives.
2. Make decisions within a business context that are effective, well-reasoned, ethical, and socially responsible.
3. Formulate statements of business problems or opportunities to facilitate insightful dialogue and critical thinking.
4. Generate solutions to complex business problems or opportunities through critical, creative, and systems thinking and apply appropriate theories, concepts, tools, skills, practices, and research.
5. Employ business-appropriate communication skills that enable effective exchange or transfer of information, promote mutual respect, encourage healthy discourse, and display an acute awareness of the needs of the intended audience.
6. Demonstrate the ability to work with others to meet goals in diverse and complex business environments.
7. Evaluate opportunities for business stakeholders, including oneself, to contribute to positive social change locally and globally.

Core Courses (24 sem. cr.)

- WMBA 6000 - Dynamic Leadership
- WMBA 6010 - Managing People and Promoting Collaboration
- WMBA 6020 - Fostering a Culture of Innovation
- WMBA 6030 - Managing Business Information Systems
- WMBA 6040 - Improving Business Performance
- WMBA 6050 - Accounting for Management Decision Making
- WMBA 6060 - Marketing for Competitiveness
- WMBA 6070 - Managerial Finance

Capstone Course (3 sem. cr.)

- WMBA 6990 - Capstone: Sustainable Business Practices and Strategies

Specializations (9 sem. cr.)

- Accounting
- Corporate Finance
- Entrepreneurship and Small Business
- Healthcare Management
- Human Resource Management
- International Business
Leadership
Marketing
Project Management
Self-Designed

Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
Walden’s Master of Business Administration is accredited by the Accreditation Council for Business Schools and Programs (ACBSP), a leading specialized accreditation association that identifies and supports excellence in business education.

Program Features
- Career Management: Students can focus on career objectives and professional development plan with CareerBoost™, Walden’s signature career management tool, integrated throughout the program.
- WOBI Membership: M.B.A. students receive a complimentary membership to WOBI (World of Business Ideas) a stimulating online environment where students can explore innovative ideas from industry leaders and business icons who are shaping the global marketplace.
- Embedded Graduate-Level Business Management Certificate: Students may earn a graduate-level certificate after successfully completing the first four courses in the program, giving them a valuable credential while they work toward completing your M.B.A. (Students may also select the Certificate as stand-alone credential)

Faculty Overview
Program Director:
Rebecca Sidler, Ph.D. Iowa State University

Core Faculty:
William Shulz, Ph.D., University of Georgia
Bruce Huang, Ph.D., Northcentral University
Pamela Legner, D.B.A., Argosy University
Alexander Hapka, Ph.D., New York University
Vanda Marques, Ph.D., Capella University

Contributing Faculty:
(60) Contributing Faculty Directly Support the M.B.A. program.
Executive Master of Business Administration (EMBA)

Program Description
Students in Walden’s Executive Master of Business Administration (EMBA) program learn how to become effective business leaders in today’s global marketplace. The curriculum combines application-based coursework with real-world learning to prepare students with the skills they need to make executive-level decisions. Students study topics such as economic theory, stakeholder analysis, innovative marketing, and managing a global workforce. Courses feature online interviews and presentations with innovators and leaders in today’s business, economic, and technology industries, offering students a diverse range of perspectives. By attending a U.S.-based residency with their cohort, students hone their leadership and team-building skills. An international residency provides them with a new understanding of cultures and global business practices.

Curriculum
Degree Requirements
30 total semester credit hours
Core courses (27 sem. cr.)
Capstone (3 sem. cr.)
Two residencies (one U.S. residency and one international residency)

Completion
This program is designed to be completed in 20 months. The program completion rate for July 1, 2011, through June 30, 2012, is not available.

Learning Outcomes
1. Develop appropriate solutions to address problems that are common in a business environment.
2. Demonstrate professional communication skills necessary for the business environment.
3. Demonstrate the ability to make decisions that are ethical and socially responsible within a global business context.
4. Effectively collaborate with others from diverse perspectives in a business environment. Use systems thinking in the evaluation of business operations, decisions, and processes.
5. Apply skills that are necessary to improve an organization’s competitive position in a complex global marketplace.
6. Create a vision for positive change in one’s self, organization, or broader community.
7. Evaluate how businesses operate in the US and abroad.

Core Courses (27 cr.)
EMBA 6010 - Leading in a Dynamic Era
EMBA 6020 - Economic Decision Making
EMBA 6030 - Creativity, Innovation, and Foresight
EMBA 6040 - Accounting Measurement for Leaders
EMBA 6050 - Managing People and Teams in Globally Diverse Organizations
EMBA 6060 - Money and the Firm
EMBA 6070 - Leveraging Systems and Operations for Performance
EMBA 6080 - Competing in the Global Marketplace
EMBA 6090 - Establishing and Cultivating Customer Markets

Capstone Course (3 cr.)
EMBA 6100 - Capstone: Business Strategy for Sustainable Competitive Advantage

Specializations
None

Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
Walden University’s Executive Master of Business Administration (EMBA) program is accredited by the Accreditation Council for Business Schools and Programs (ACBSP). ACBSP is a leading specialized accreditation association that identifies and supports excellence in business education.

When you choose the Walden Executive Master of Business Administration (EMBA) program, you gain access to the resources you need to advance your career as an aspiring executive. The program’s unique features will enhance your learning experience, including:

- Cohort Based Learning: Gain new perspectives by collaborating with a small, select group of highly motivated students who offer a diverse blend of geographic and industry experiences. Build a strong professional network that you can leverage across industries throughout your career.
- Domestic Residency: Attend a U.S.-based residency that provides an opportunity for you to engage face to face with your cohort and faculty members. Evaluate your leadership style through an in-depth self-assessment and kick off your executive coaching experience by creating a personal and professional development plan.
- Global Residency: Expand your business insight and entrepreneurial acumen at an international business residency in a country, such as Brazil, China, or Germany. Experience new business and cultural practices while honing your leadership skills.
• Distinguished Faculty: Learn from faculty members who bring both academic and industry experience to the classroom.
• Exclusive Speaker Series: Gain insight from the business, economic, and technology leaders who are transforming our industries with their entrepreneurial spirit and innovative thinking. The EMBA program curriculum features exclusive interviews with internationally renowned speakers.

Faculty Overview
Program Director:
John McDonald, B.S., M.B.A., Wayne State University; D.B.A., University of Kentucky.

Core Faculty:
William C. Schulz, B.A., New College of the University of South Florida; M.A., Indiana University; Ph.D., University of Georgia.

Contributing Faculty:
(6) Contributing Faculty directly support the Executive M.B.A. program.
Bachelor's

B.S. in Accounting

Program Description

Students in the Bachelor of Science (B.S.) in Accounting program are provided with a comprehensive professional accounting knowledge base mapped to American Institute of Certified Public Accountants (AICPA) competencies in functional accounting and professional and ethical standards. In today's diverse, global, and technologically sophisticated accounting environment, these competencies are highly sought by employers. Through this program, students gain a practical knowledge of the principles, theories, concepts, and professional practices used in today's global accounting environment.

In core courses, students learn about professional accounting products, master the intricacies of developing those products, and explore how to interpret financial information to support business and organizational decision making. Students also master the digitization of accounting data and the technology that support international financial reporting.

Students can choose the Public Accountancy concentration or the General Program and then focus on gaining the knowledge required to become certified public accountants (CPAs)* or prepare for other professional certifications. By combining a solid foundation in accounting principles with the flexibility to choose career-focused coursework, the B.S. in Accounting program ensures students gain professionally relevant skills that can be directly applied in the working world.

Curriculum

Degree Requirements

181 total quarter credits (including 45 cr. completed at Walden)
General Education courses (45 cr.)
Foundation course (1 cr.)
Core courses (100 cr.)
Concentration courses (0–20 cr., depending on concentration)
Elective courses (10 cr.–30 cr., depending on concentration)
Capstone course (5 cr.)

Completion

This program had fewer than 10 graduates during July 1, 2011 to June 30, 2012. As a result, Walden does not disclose this information in order to protect students' privacy per U.S. Department of Education guidelines.

Learning Outcomes
1. Apply problem-solving skills to multiple accounting situations, including those occurring in the international setting.
2. Communicate effectively about accounting and business practices within the context of larger organizational frameworks.
3. Access relevant accounting/financial guidance and apply it in their accounting practice.
4. Demonstrate well-developed competency in their accounting techniques.
5. Demonstrate collaborative skills across accounting and functional business areas.
6. Analyze sources of organizational risk.
7. Apply knowledge of the legal and regulatory environment in which the accounting profession operates.
8. Apply ethical reasoning in their accounting practices.

**Foundation Course (1 cr.)**
WLDN 1000 - Dynamics of Walden Success: Learning Lab

**Core Courses (100 cr.)**
BUSI 1002 - Introduction to Management and Leadership
ACCT 1003 - Introduction to Accounting I
ECON 1002 - Microeconomics
ACCT 2003 - Introduction to Accounting II
BUSI 2001 - Business Law
STAT 2001 - Statistics
ACCT 2002 - Managerial Accounting: Introduction to Financial Planning and Analysis
FNCE 3001 - Financial Management
ACCT 3006 - Accounting Information Systems
BUSI 3002 - Ethical Leadership
ACCT 3001 - Intermediate Accounting I
ACCT 3002 - Auditing and Internal Controls
ACCT 3003 - Intermediate Accounting II
ACCT 3004 - Intermediate Accounting III
ACCT 3005 - Intermediate Accounting IV
ACCT 4001 - Government and Nonprofit Accounting
ACCT 4002 - Advanced Financial Accounting I
ACCT 4005 - Federal Taxation I: Individual Taxation
COMM 4101 - Organizational Communication
MRKT 3001 - Marketing

**Concentration courses (0–20 cr., depending on concentration)**
General Program
Public Accountancy

**Course Descriptions**
Program Differentiators
Walden’s B.S. in Accounting is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) for Accounting, which is a specialized accreditation, a leading specialized accreditation association that identifies and supports excellence in business education.

Designed to reflect the professional guidelines set forth by the American Institute of Certified Public Accountants (AICPA), the B.S. in Accounting program gives you the opportunity to:

- Gain a deeper understanding of the role of accounting in influencing financial strategy and the context behind the use of accounting tools such as financial statements.
- Strengthen your decision-making and problem-solving skills as they relate to interpreting business and accounting information.
- Become proficient in today’s most popular accounting software programs through hands-on case studies and team projects.
- Build on previous business and accounting experience with best practices in accounting functions that are designed to reflect criteria published by the Financial Accounting Standards Board (FASB).
- Heighten your awareness of ethical standards in the accounting industry

Faculty Overview
Program Director:
Roberto R. Castaneda, B.S., DePaul University; M.B.A., Northwestern University; D.B.A., Argosy University, Schaumburg.

Core Faculty:
Renee Williams, M. B.A., Clark Atlanta University; D.B.A., Argosy University.

Contributing Faculty:
(7) Contributing Faculty directly support the B.S. Accounting program.
B.S. in Business Administration

Program Description
The Bachelor of Science in Business Administration degree provides students with a solid grounding in the core knowledge and competencies required in today’s diverse, global, and technologically sophisticated business environment.

B.S. in Business Administration students gain a working knowledge of the principles and concepts of management theory and practice by examining the interrelationships among the major business disciplines. Through case studies and demonstrations, students evaluate practical applications of the manager’s role in planning, organizing, staffing, directing, and controlling.

Mission
Currently the School of Business Administration uses the College of Management and Technology Mission Statement:

To create an innovative and engaging learning experience that provides learners with the opportunity to utilize their acquired knowledge to become globally competent and ethical leaders for the benefit of their communities, organizations, and the world. To educate and prepare career professionals to be global citizens who are effective leaders, managers, and scholar-practitioners.

Proposed:

To provide fundamental business principles and practices in a learning experience that enable career professionals to support firms that operate in both domestic and global environments while scaffolding critical thinking and analysis skills to solve business problems in real-world environments. To educate business professionals to analyze issues that impact business decisions from economic, political, legal, ethical, and social perspectives while building diverse activities that influence a company’s ability to achieve its goals. Finally, to prepare business and career professionals to use technology as a strategy to promote competitive advantage in business ventures and venues, while leveraging research opportunities, and using scholarly sources, to acquire new knowledge in the business domain that moves the entrepreneurial effort into the 21st Century.

Curriculum
Degree Requirements
181 total quarter credit hours (including 45 cr. completed at Walden)
General education courses (70 cr.)
Foundation course (1 cr.)
Business courses (75 cr.)
Concentration courses (0–25 cr., depending on concentration)
Elective courses (10–35 cr., depending on concentration)

Completion
The program completion rate is the percentage of students who graduated between July 1, 2011, and June 30, 2012, who completed this program in the normal completion time. The program completion time may vary depending on transfer of credit and the pace at which a student chooses to complete the program. Because many of the students in this program are working adults and need to balance personal and professional commitments, our academic advisors can help establish an appropriate program of study that enables each student to complete this program in a time frame that works best for him or her.

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<th>Rate</th>
<th>Percentage</th>
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<tr>
<td>On-time completion rate</td>
<td>83.8%</td>
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Learning Outcomes
1. Demonstrate proficiency in the fundamental business principles and practices that enable firms to operate in both domestic and global environments.
2. Employ critical-thinking and analysis skills to solve business problems in a real-world context.
3. Analyze ethical issues that impact business decisions from economic, political, legal, and social perspectives.
4. Describe the ways in which diversity influences a company's ability to achieve its goals.
5. Evaluate the application of technology as a strategy for competitive advantage in business.
6. Conduct basic research using scholarly sources to acquire new knowledge in the business domain.

Foundation Course (1 cr.)
WLDN 1000 - Dynamics of Walden Success: Learning Lab

Business Courses (75 cr.)
BUSI 1002 - Introduction to Management and Leadership
ACCT 1003 - Introduction to Accounting I
STAT 2001 - Statistics
ECON 1002 - Microeconomics
BUSI 2001 - Business Law
BUSI 2003 - Operations
MRKT 3001 - Marketing
HRMG 3001 - Human Resource Management
FNCE 3001 - Financial Management
ISYS 3001 - Information Systems in Enterprise
BUSI 3003 - Dynamics of Change
BUSI 3008 - Corporate Entrepreneurship
BUSI 3005 - Critical Thinking
BUSI 4001 - Strategic Business Capstone Project
MGMT 4401 - Management and Organizational Behavior
COMM 1005 - Developing Student Portfolios for Communication (optional)

Concentration courses (0–25 cr., depending on concentration)
General
Accounting
Finance
Human Resource Management
Information Systems
International Business
Management
Marketing
Small Business Management
Self-Designed

Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
Walden’s B.S. in Business Administration is accredited by the Accreditation Council for Business Schools and Programs (ACBSP), a leading specialized accreditation association that identifies and supports excellence in business education.

As a Walden B.S. in Business Administration student, you will:
• Take more than 70% of your courses in business topics to gain a competitive edge in your career.
• Focus on your interests by taking business courses while completing general education requirements.
• Enjoy a more successful experience, with our proactive Student Support Team that helps you balance your educational, personal, and professional goals.
• Explore new perspectives by collaborating with students around the world who are passionate about learning.
• Leverage your professional credentials. You may be eligible to transfer courses and accelerate your bachelor’s program if you hold one of these certifications:
  • Chartered Property Casualty Underwriter (CPCU)
- Professional in Human Resources (PHR)
- Senior Professional in Human Resources (SPHR)
- Global Professional in Human Resources (GPHR)

**Faculty Overview**

**Program Director:**
John Stachel, M.S., University of Phoenix; Ph.D., Capella University.

**Core Faculty:**
Shannon M. Lynch-McClure, B.S., University of Central Florida; M.A., Webster University; Ed.D., Argosy University.

**Contributing Faculty:**
(23) Contributing Faculty directly support the BSBA program.
B.S. in Business Administration – Dual Degree

Program Description
In the fall of 2005, Walden University created partnership programs with Laureate Universities in Latin America, enabling students at the Universidad del Valle de Mexico (UVM), and later at Universidad Latina Heredia (ULatina) located in Costa Rica, and Universidad Latinoamericana de Ciencias & Tecnologia (ULACIT) located in Panama, to earn bachelor’s degrees at their home institution and at Walden.

As part of its increasing focus as a global university, Walden University offers a dual degree (DD) program that allows students from various universities within the Laureate network to obtain degrees from Walden University while simultaneously earning degrees at universities in their home institutions.

Graduates in the DD program obtain both their home institution Bachelor of Science (B.S.) in Business Administration as well as a B.S. in Business Administration from Walden University. Both programs can be completed in nine semesters.

The Walden DD program is designed to give students the tools for an international career in business. It is a 10-course sequence of core courses in the Walden B.S. in Business Administration program that, taken in conjunction with the home institution B.S. in Business Administration program allows the student to earn a B.S. in Business Administration from Walden University.

http://catalog.waldenu.edu/preview_program.php?catoid=94&poid=28783&hl=Dual+Degree&returnto=search

Learning Outcomes
7. Demonstrate proficiency in the fundamental business principles and practices that enable firms to operate in both domestic and global environments.
8. Employ critical-thinking and analysis skills to solve business problems in a real-world context.
9. Analyze ethical issues that impact business decisions from economic, political, legal, and social perspectives.
10. Describe the ways in which diversity influences a company’s ability to achieve its goals.
11. Evaluate the application of technology as a strategy for competitive advantage in business.
12. Conduct basic research using scholarly sources to acquire new knowledge in the business domain.

Course Sequence
MGMT 1000V - Success Strategies in the Online Environment (3 sem. cr.).
Global Business Concentration Program

The Global Business Concentration (GBC) is designed for students who wish to enhance their global business knowledge, complete coursework from a U.S. university, and gain business knowledge and experience. Students are not required to have previous coursework in business, and thus, students from non-business majors interested in obtaining training and a credential in business from a U.S. institution can participate. The concentration is a three-course sequence, two of which are used in the DD program.

The Global Business Concentration has many benefits:
• It requires only three semesters of coursework to complete the sequence.
• Students will receive a Certificate of Recognition from Walden University upon successful completion of the courses.

Course Sequence
Student Readiness Orientation
MGMT 3001V - Management in the 21st Century (3 sem. cr.)
MGMT 3105V - Global Business in the 21st Century (3 sem. cr.)
MGMT 5101E – Capstone (3 sem. cr.)

Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
• Offers an intensive curriculum designed to build business skills.
• Upon graduation, the student will have a completed business plan.
• Three M.B.A.-level courses allow the student to articulate into the Walden M.B.A. program.
• The course sequence is designed to allow the student to complete two bachelor degrees, from Walden and their domestic university, in two languages, in two different countries in the same amount of time they would obtain one degree.
• Students can earn a degree from a U.S. university without leaving their home country.
Faculty Overview

Program Director:
Cristina Espinosa, M.B.A., University of Texas at El Paso.

Contributing Faculty:
(17) Contributing Faculty directly support the BSBA Dual Degree program.
B.S. in Business Communication

Program Description
Students in the B.S. in Business Communication program are prepared to meet the growing demand for professionals who can create effective business strategies and communicate them effectively to colleagues, customers, and other key audiences. Through a multidisciplinary curriculum, students learn strategic communication skills while exploring the fundamentals of business and the dynamics of organizations. Topics in this program include social media; interpersonal, oral, and written communications; emerging media and new technologies; human resources; leadership; and organizational management.

Curriculum
Degree Requirements
181 total quarter credit hours (including 45 cr. completed at Walden)
General Education courses (45 cr.)
Foundation course (1 cr.) Core courses (55 cr.)
Concentration courses (0–20 cr., depending on concentration)
Elective courses (55–75 cr., depending on concentration)
Capstone course (5 cr.)

Completion
The program completion rate for July 1, 2011, through June 30, 2012, is not available

Learning Outcomes
1. Use fundamental business principles and practices to solve business problems in a real-world context.
2. Demonstrate an awareness of their own values, dispositions, and communication styles through their personal and professional communication.
3. Apply technology to enable digital communication in professional settings.
4. Demonstrate economic, political, legal, ethical, and socially aware strategies in their communications with both local and global audiences.
5. Utilize a systems perspective to optimize organizational, community, and global communication.
6. Employ critical-thinking skills in selecting communication strategies that are appropriate considering the diversity of the audience.
7. Examine communication strategies necessary to promote social change.

Foundation Course (1 cr.)
WLDN 1000 - Dynamics of Walden Success: Learning Lab

Core Courses (55 cr.)
COMM 1003 - Introduction to Mass Communication
BUSI 1002 - Introduction to Management and Leadership
COMM 1004 - Interpersonal Communication
BUSI 2001 - Business Law
COMM 2001 - Dynamics of Group Communication
COMM 2003 - Writing for the Digital Age
BUSI 3003 - Dynamics of Change
ISYS 3001 - Information Systems in Enterprise
MEDC 3001 - Communicating Through Media and Technology
COMM 3002 - Negotiation and Persuasion
PREL 3001 - Principles of Public Relations

Capstone Course (5 cr.)
COMM 4901 - Communication Capstone

Concentration courses (0–20 cr., depending on concentration)
General Program
Emerging Media
Health Communication
Human Resource Management
Management and Organizational Communication
Marketing Communication
Public Relations
Self-Designed

Course Descriptions
http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

Program Differentiators
As a multidisciplinary degree that combines business and communication, Walden’s B.S. in Business Communication offers you a strong foundation in business with communication strategies in writing, interpersonal communication, social media, and technology. Graduates of this business communication program will gain a diverse mix of skills to thrive in a competitive marketplace.

As a Walden B.S. in Business Communication student, you will have the opportunity to:
- Explore core business areas such as management and leadership, information systems, and business law.
- Craft and deliver effective and strategic messaging through various forms of media.
- Apply fundamental business principles and practices to solve business problems in a real-world context.
- Examine the complex communicative behaviors that occur in diverse settings and how to assess your own communication style.
• Discover the powerful role new media plays in the world of communication and why it’s one of the fastest-growing market needs in today’s dynamic work world.
• Put your communication skills into practice with a capstone course in which you will develop a comprehensive, strategic communications plan.
• Challenge your thinking by collaborating with students around the country—or even around the world—who share your passion for learning.
• Enjoy a successful student experience with help from Walden’s Student Support Team, which can help you balance your educational, personal, and professional goals.

Faculty Overview
Program Director:
Karen Allyson Wattley Gee, Ph.D., Howard University
Contributing Faculty:
(5) Contributing Faculty directly support the B.S. in Business Communication Program.
B.S. in Communication

Program Description
The B.S. in Communication program prepares students to meet the growing demand for professionals who can create strategic, effective communications that engage audiences and drive results. Coursework focuses on developing the real-world communication skills students need in fields such as marketing, public relations, corporate communications, political campaigning, healthcare, and advertising. Topics in this program include social media; interpersonal, oral, and written communications; and emerging media and new technologies. Students learn to create effective communications to build relationships, sell products and ideas, influence consumer behavior, resolve conflicts, manage crisis, create and deliver presentations, and build corporate brands. Studies culminate with a capstone course in which students apply their learning to create a comprehensive communications plan for an organization of their choice.

Curriculum
Degree Requirements
181 total quarter credit hours (including 45 cr. completed at Walden)
General education courses (45 cr.)
Foundation course (1 cr.)
Core courses (45 cr.)
Concentration courses (0–20 cr., depending on concentration)
Elective courses (65–85 cr., depending on concentration)
Capstone course (5 cr.)

Completion
The program completion rate is the percentage of students who graduated between July 1, 2011, and June 30, 2012, who completed this program in the normal completion time. The program completion time may vary depending on transfer of credit and the pace at which a student chooses to complete the program. Because many of the students in this program are working adults and need to balance personal and professional commitments, our academic advisors can help establish an appropriate program of study that enables each student to complete this program in a time frame that works best for him or her.

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<tbody>
<tr>
<td>On-time completion rate</td>
<td>100%</td>
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Learning Outcomes
1. Demonstrate effective written communication skills for multicultural and diverse audiences.
2. Assess awareness of their own values, dispositions, and communication styles as evident in their interpersonal, group, and mass communications.
3. Critically analyze contextual needs to select appropriate communication strategies.
4. Successfully collaborate with others in ways that promote personal accountability and mutual respect.
5. Competently employ use of digital communication in professional settings.
6. Utilize a systems perspective to optimize organizational, community, and global communication.
7. Demonstrate ethical, socially aware strategies in their communications with both local and far-reaching audiences.

**Foundation Course (1 cr.)**

WLDN 1000 - Dynamics of Walden Success: Learning Lab

**Core Courses (45 cr.)**

- COMM 1003 - Introduction to Mass Communication
- COMM 1004 - Interpersonal Communication
- COMM 2001 - Dynamics of Group Communication
- COMM 2002 - Fundamentals of Public Speaking
- COMM 2003 - Writing for the Digital Age
- MEDC 3001 - Communicating Through Media and Technology
- COMM 3001 - Applied Interpersonal Communication
- COMM 3002 - Negotiation and Persuasion
- COMM 4001 - Intercultural Communication

**Capstone Course (5 cr.)**

COMM 4901 - Communication Capstone

**Concentration courses (0–20 cr., depending on concentration)**

- General Program
- Emerging Media
- Health Communication
- Management and Organizational Communication
- Marketing Communication
- Political Communication
- Public Relations
- Self-Designed

**Course Descriptions**

http://catalog.waldenu.edu/content.php?catoid=94&navoid=22630

**Program Differentiators**
In this program, you will explore the four pillars of communication—oral communication, written communication, interpersonal/team communication, and new media and technology—and study how to:

- Create appealing, strategic communications using various forms of media, including television, Internet, radio, newspapers, and magazines.
- Promote products and sell ideas through an array of contemporary techniques that include grassroots, guerilla, mobile, and viral marketing.
- Resolve conflicts, build relationships, and negotiate effectively.
- Engage audiences by using the latest tools and methods such as social networking, virtual message boards, and microblogging.
- Develop and implement strategic communication plans to address company needs such as crisis management, employee awareness, and shareholder updates.
- Write and speak clearly to enhance your interpersonal and intrapersonal communication skills and to relate better with others.
- Build corporate identity through the use of branding and images.
- Influence behavior and decision making through persuasive messaging.
- Conceptualize, create, and deliver public presentations, including speeches and lectures.

Faculty Overview

Program Director:
Karen Allyson Wattley Gee, Ph.D., Howard University

Contributing Faculty:
(5) Contributing Faculty directly support the B.S. in Communication program
Program Data

Enrollment Metrics
Graduation Metrics