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## College of Business Administration

The mission of the College of Business Administration is to prepare its students to effectively function in a global business environment. Our student-centered philosophy uniquely serves those business students who have traditionally been underserved due to limitations of time, distance, and/or occupation. We emphasize the critical analysis and solution-finding of practical business issues, and the development of scholarly knowledge in the areas of business and organizational management.

### General Education (GE) Requirements

The purpose of Trident University's GE requirement is to provide the foundation for a well rounded higher education allowing graduates from TUI's bachelors programs to better understand how their core curriculum integrates with modern society. The subject areas required for study in the GE program round out a higher education in one of the more specific specialized curriculums offered by the University. Areas of study in English Composition, Mathematics, Arts & Humanities, Physical & Biological Sciences and Social & Behavioral Sciences prepare students for a fulfilling life as responsible citizens able to meet the work requirements of today's society.

Upon successful completion of general education requirements students should be able to:

1. Apply methods for using resources.
2. Demonstrate effective written communication skills.
3. Work effectively in collaboration with others.
4. Apply ethical practice in decision making.
5. Assess real world situations in order to make appropriate decisions.
6. Analyze the impact of human expressions on culture.

In order to satisfy the University's GE requirements students must fulfill the course requirements indicated in the five (5) competency areas listed below and complete a total of 45 semester credit hours (or equivalent) in these areas:

Competency Area	Number of courses	Minimum Credit Hours
English Composition	2	6
College Mathematics	1	3
Arts/Humanities	3	9
Physical & Biological Sciences	2	6
Social & Behavioral Sciences	4	12

\*Note: Students who meet the course requirements above but do not have 45 semester credit hours of GE must fulfill the remaining GE credit hour requirement in any of the above 5 competency areas.

## General Education Courses Offered by TUI

<b>ANT250 I - Anatomy and Physiology I</b>	4 Credits	<a href="#">Description</a>
<b>ANT250 II - Anatomy and Physiology II</b>	4 Credits	<a href="#">Description</a>
<b>ART101 - Art History</b>	4 Credits	<a href="#">Description</a>
<b>BSC303 - Speech/Communication in Health</b>	4 Credits	<a href="#">Description</a>
<b>BUS205 - Business Law</b>	4 Credits	<a href="#">Description</a>
<b>CHS 200 - Critical Thinking for Health Care Professionals</b>	4 Credits	<a href="#">Description</a>
<b>CHS 202 - Health and Society</b>	4 Credits	<a href="#">Description</a>
<b>ECO201 - Microeconomics</b>	4 Credits	<a href="#">Description</a>
<b>ECO202 - Macroeconomics</b>	4 Credits	<a href="#">Description</a>
<b>ENG101 - English Composition I</b>	4 Credits	<a href="#">Description</a>
<b>ENG102 - English Composition II</b>	4 Credits	<a href="#">Description</a>
<b>ENG201 - American Literature</b>	4 Credits	<a href="#">Description</a>
<b>HIS101 - Modern World History</b>	4 Credits	<a href="#">Description</a>
<b>MAT101 - College Mathematics</b>	4 Credits	<a href="#">Description</a>
<b>MAT201 - Basic Statistics</b>	4 Credits	<a href="#">Description</a>
<b>MAT202 - Advanced Mathematics</b>	4 Credits	<a href="#">Description</a>
<b>MAT275 - Linear Algebra</b>	4 Credits	<a href="#">Description</a>
<b>MIC100 - Microbiology</b>	4 Credits	<a href="#">Description</a>
<b>PHI201 - Introduction to Philosophy</b>	4 Credits	<a href="#">Description</a>
<b>POL201 - Global Politics in the Modern World</b>	4 Credits	<a href="#">Description</a>
<b>PSY101 - Introduction to Psychology</b>	4 Credits	<a href="#">Description</a>
<b>SCI201 - Applied Physics I</b>	4 Credits	<a href="#">Description</a>
<b>SCI202 - Applied Physics II</b>	4 Credits	<a href="#">Description</a>



<b>SCI204 - Applied Scientific Theory</b>	4 Credits	<a href="#">Description</a>
<b>SOC201 - Introduction to Sociology</b>	4 Credits	<a href="#">Description</a>
<b>STS401 – Business Statistics</b>	4 Credits	<a href="#">Description</a>
<b>SVC101- Introduction to Speech and Verbal Communications</b>	4 Credits	<a href="#">Description</a>

## Bachelor of Science in Business Administration

The purpose of the Bachelor of Science in Business Administration program is to prepare students for entry-level management positions in business, industry, and not-for-profit organizations. Specifically, the program is designed to assist candidates to obtain quality undergraduate-level content expertise in all of the functional areas of business administration plus a specialty area of concentration. This program includes quality undergraduate-level development in business administration areas with special emphasis in global applications and ethical considerations. All students will select four electives to develop special expertise in an area of their interest. All courses are case-oriented and application based.

### Program Learning Outcomes

Upon successful completion of their respective program option, graduates should be able to:

1. Apply effective communication skills in a business environment.
2. Assess the impact of culture and diversity on business practices.
3. Assess the ethical implications of business decisions and actions.
4. Apply business theories, models, and concepts to guide analysis of problems and situations.
5. Use technology to gather and analyze information.
6. Utilize data driven analysis in making business decisions.
7. Analyze the impact of global forces on business practices.

The Bachelor of Science in Business Administration program requires 120 semester units to complete.

## Admission Standards

High school graduate:

- High school diploma or its equivalent.
- High School transcripts will be required if transferring less than 36 credits into the BSBA program.

## Transfer Policy

TUI accepts up to **88 semester credits** from an accredited college/university, from ACE, CLEP, or DANTES.



- The transferred course(s) must meet the same general content standards as the TUI course that the credit is transferred to.
- GPA of 2.0 or better is required (the student may be accepted on a conditional basis if the overall GPA is below 2.0).
- All transferred courses must have the grade of C or better.

TUI uses the below notation to indicate transfer coursework that is relevant to the program of study, but does not have a direct equivalency at Trident University International.

- CBA399 (Upper-level Program Elective – CBA)
- ENELEC (English/Composition – GE Requirement)
- FELECT (Free Elective)
- GEBSCI (Social/Behavioral Science – GE Requirement)
- GEHUM (Arts/Humanities – GE Requirement)
- GENMATH (Mathematics – GE Requirement)
- GEPSCI (Physical/Biological Science – GE Requirement)

Note: Must complete a minimum of 32 semester credits at TUI, in order to earn a degree. International students must have a TOEFL of 500/173/61 or better.

## Degree Requirements

### General Education Requirements

Students must meet the University's general education requirements as specified in the General Education (GE) section on page 4 of this catalog. The BSBA program requires students to successfully complete the below GE courses (or their equivalent).

<b>ECO201 - Microeconomics</b>	4 Credits	<a href="#">Description</a>
<b>ECO202 - Macroeconomics</b>	4 Credits	<a href="#">Description</a>
<b>ENG101 - English Composition I</b>	4 Credits	<a href="#">Description</a>
<b>ENG102 - English Composition II</b>	4 Credits	<a href="#">Description</a>
<b>MAT101 - College Mathematics</b>	4 Credits	<a href="#">Description</a>
<b>MAT201 - Basic Statistics</b>	4 Credits	<a href="#">Description</a>



### BSBA Required Courses (52 Credits)

<b>ACC201 - Financial Accounting</b>	4 Credits	<a href="#">Description</a>
<b>ACC202 - Managerial Accounting</b>	4 Credits	<a href="#">Description</a>
<b>BUS303 - Business Communication</b>	4 Credits	<a href="#">Description</a>
<b>BUS401 - International Business</b>	4 Credits	<a href="#">Description</a>
<b>BUS499 - BSBA Integrative Project (Capstone)</b>	4 Credits	<a href="#">Description</a>
<b>ETH301 - Business Ethics</b>	4 Credits	<a href="#">Description</a>
<b>FIN301 - Principles of Finance</b>	4 Credits	<a href="#">Description</a>
<b>ITM301 - Principles of Information Systems in Business and Organizations</b>	4 Credits	<a href="#">Description</a>
<b>MGT301 - Principles of Management</b>	4 Credits	<a href="#">Description</a>
<b>MGT302 - Organizational Behavior and Teamwork</b>	4 Credits	<a href="#">Description</a>
<b>MKT301 - Principles of Marketing</b>	4 Credits	<a href="#">Description</a>
<b>MGT499 - Strategic Management</b>	4 Credits	<a href="#">Description</a>
<b>OPM300 - Introduction to Operations Management</b>	4 Credits	<a href="#">Description</a>

### BSBA Concentrations (16 Credits)

Select one concentration and take the appropriate four courses listed below.

A concentration will be designated on the transcript if the student takes the indicated four electives for the particular concentration. If a student chooses any other combination of electives, no concentration will be indicated on the transcript.

#### Contract Management

##### Program Learning Outcomes

1. Function at the professional entry level in his/her chosen field of contract management.
2. Use the Internet and other resources to remain current in the contract management field.
3. Research specific topics in the core areas of contract management.
4. Make effective decisions within the contract management areas using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a contract management environment.

<b>CMG301 - Fundamentals of Contract Mgt/Administration</b>	4 Credits	<a href="#">Description</a>
<b>CMG490 - Capstone Course in Contract Management</b>	4 Credits	<a href="#">Description</a>

Select two (2) courses from the following:

<b>BUS205 - Business Law</b>	4 Credits	<a href="#">Description</a>
<b>CMG302 - Negotiation, Pricing, and Conflict Resolution</b>	4 Credits	<a href="#">Description</a>
<b>CMG401 - Government Contracting Principles</b>	4 Credits	<a href="#">Description</a>
<b>CMG402 - Fundamentals of Purchasing and Purchase Management</b>	4 Credits	<a href="#">Description</a>

### Criminal Justice Administration

#### Program Learning Outcomes

1. Function at the professional entry level in his/her chosen field of criminal justice administration.
2. Use the Internet and other resources to remain current in the criminal justice administration field.
3. Research specific topics in the core areas of criminal justice administration.
4. Make effective decisions within the criminal justice system using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a criminal justice administration environment.

<b>CJA301 - Criminology and Public Policy</b>	4 Credits	<a href="#">Description</a>
<b>CJA302 - Criminal Justice Systems</b>	4 Credits	<a href="#">Description</a>
<b>CJA401 - Criminal Justice Administration</b>	4 Credits	<a href="#">Description</a>
<b>CJA490 - Capstone Course in Criminal Justice Administration</b>	4 Credits	<a href="#">Description</a>

### Degree Completion\*

#### Program Learning Outcomes

1. Function at the professional entry level in his/her chosen field of business.

2. Use the Internet and other resources to remain current in the business field.
3. Research specific topics in the core areas of business.
4. Make effective decisions within the business field using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a business environment.

<b>ACC403 - Principles of Accounting</b>	4 Credits	<a href="#">Description</a>
<b>COM301 - International Communication</b>	4 Credits	<a href="#">Description</a>
<b>MGT401 - Leadership and Change</b>	4 Credits	<a href="#">Description</a>
<b>LOG301 - Introduction to Supply Chain Management</b>	4 Credits	<a href="#">Description</a>

\* The **Degree Completion Concentration** is designed for students who have completed an Associate Degree (Associate of Arts/Associate of Science). Candidates must present a minimum of 60 transferable credits from an accredited institution/college. If a candidate does not possess an Associate's degree (Associate of Arts/Associate of Science) but has 60 transferable credit hours towards Trident University International's BSBA Degree Completion concentration, they must fulfill the following General Education requirements:

**General Education Required Courses for Bachelor of Science in Business Administration (BSBA) Degree Completion:**

**The following general education courses would be required:**

English/Composition Elective	Minimum 6 semester credits
Economics/Management Elective	Minimum 6 semester credits
Mathematics Elective	Minimum 6 semester credits
General Education Elective	Minimum 36 semester credits

**NOTES:**

- Other associates degrees including CCAF Associate's degrees may qualify after review and approval by the College.
- Candidates who do not include Principles of Accounting I and II in the transferred credits must take ACC 403 Principles of Accounting

**Finance**

**Program Learning Outcomes**

1. Function at the professional entry level in his/her chosen field of financial management.
2. Use the Internet and other resources to remain current in the financial management field.
3. Research specific topics in the core areas of financial management.



4. Make effective decisions within the financial management field using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a financial management environment.

<b>FIN302 - Investment Analysis</b>	4 Credits	<a href="#">Description</a>
<b>FIN402 - Money and Banking</b>	4 Credits	<a href="#">Description</a>
<b>FIN403 - International Finance</b>	4 Credits	<a href="#">Description</a>
<b>FIN490 - Capstone Course in the Finance Concentration</b>	4 Credits	<a href="#">Description</a>

### General Management

#### Program Learning Outcomes

1. Function at the professional entry level in his/her chosen field of management.
2. Use the Internet and other resources to remain current in the management field.
3. Research specific topics in the core areas of management.
4. Make effective decisions within the management field using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a management environment.

<b>MGT401 - Leadership and Change</b>	4 Credits	<a href="#">Description</a>
<b>MGT402 - Customer Service Management</b>	4 Credits	<a href="#">Description</a>
<b>MGT403 - Entrepreneurship</b>	4 Credits	<a href="#">Description</a>
<b>MGT490 - Capstone in General Management</b>	4 Credits	<a href="#">Description</a>

### Governmental Accounting

#### Program Learning Outcomes

1. Function at the professional entry level in his/her chosen field of marketing.
2. Use the Internet and other resources to remain current in marketing.
3. Research specific topics in the core areas of governmental accounting.
4. Make effective decisions within governmental accounting using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a governmental accounting environment.

#### Required Courses (3 Courses, 12 Credits)

<b>ACC 411 – Governmental &amp; Institutional Accounting</b>	4 Credits	<a href="#">Description</a>
<b>ACC 413 – Governmental Financial Management &amp; Control</b>	4 Credits	<a href="#">Description</a>
<b>ACC 491 – Capstone course in Governmental Accounting</b>	4 Credits	<a href="#">Description</a>

**Elective Courses (Select one (1) from the following)**

<b>ACC 412 – The environment of Governmental Accounting</b>	4 Credits	<a href="#">Description</a>
<b>CMG 401 – Government Contracting Principles</b>	4 Credits	<a href="#">Description</a>
<b>CMG 402 – Fundamentals of Purchasing &amp; Purchasing Management</b>	4 Credits	<a href="#">Description</a>

### **Human Resources Management**

#### **Program Learning Outcomes**

1. Function at the professional entry level in his/her chosen field of human resource management.
2. Use the Internet and other resources to remain current in the human resource management field.
3. Research specific topics in the core areas of human resource management.
4. Make effective decisions within the human resource management field using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a human resource management environment.

<b>MGT407 - Principles of Human Resource Management</b>	4 Credits	<a href="#">Description</a>
<b>MGT412 - Human Resource Management and Law</b>	4 Credits	<a href="#">Description</a>
<b>MGT411 - Advanced Topics in Human Resource Management</b>	4 Credits	<a href="#">Description</a>
<b>MGT491 - Capstone Course in Human Resources Management</b>	4 Credits	<a href="#">Description</a>

### **Information Technology Management**

#### **Program Learning Outcomes**



1. Function at the professional entry level in his/her chosen field of information technology management.
2. Use the Internet and other resources to remain current in the information technology management field.
3. Research specific topics in the core areas of information technology management.
4. Make effective decisions within the information technology management field using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in an information technology management environment.

<b>ITM421 - Computerization in Organizations</b>	4 Credits	<a href="#">Description</a>
<b>ITM422 - Administering IT Infrastructure</b>	4 Credits	<a href="#">Description</a>
<b>ITM423 - Systems Acquisition, Systems Development, and Project Management</b>	4 Credits	<a href="#">Description</a>
<b>ITM490 - Capstone in Information Technology Management</b>	4 Credits	<a href="#">Description</a>

## Leadership

### Program Learning Outcomes

1. Function at the professional entry level in his/her chosen field of leadership.
2. Use the Internet and other resources to remain current in the leadership field.
3. Research specific topics in the core areas of leadership.
4. Make effective decisions within the leadership field using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a leadership environment.

### Required Courses (3 Courses, 12 Credits)

<b>MGT401 – Leadership and Change</b>	4 Credits	<a href="#">Description</a>
<b>MGT420 – Power and Politics</b>	4 Credits	<a href="#">Description</a>
<b>MGT422 – Decision-Making for Leaders</b>	4 Credits	<a href="#">Description</a>
<b>MGT492 – Capstone Course in Leadership Concentration</b>	4 Credits	<a href="#">Description</a>

## Logistics

### Program Learning Outcomes



1. Function at the professional entry level in his/her chosen field of logistics.
2. Use the Internet and other resources to remain current in the logistics field.
3. Research specific topics in the core areas of logistics.
4. Make effective decisions within the logistics field using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a logistics environment.

<b>LOG301 - Introduction to Supply Chain Management</b>	4 Credits	<a href="#">Description</a>
<b>LOG302 - Operations Management Control</b>	4 Credits	<a href="#">Description</a>
<b>LOG401 - Introduction to Global Logistics Management</b>	4 Credits	<a href="#">Description</a>
<b>LOG490 - Capstone Course in Logistics</b>	4 Credits	<a href="#">Description</a>

## Management Accounting

### Program Learning Outcomes

1. Function at the professional entry level in his/her chosen field of management accounting.
2. Use the Internet and other resources to remain current in management accounting.
3. Research specific topics in the core areas of management accounting.
4. Make effective decisions within management accounting using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a management accounting environment.

### Required Courses (3 Courses, 12 Credits)

<b>ACC301 – Intermediate Accounting</b>	4 Credits	<a href="#">Description</a>
<b>ACC310 – Managerial Cost Accounting</b>	4 Credits	<a href="#">Description</a>
<b>ACC490 – Capstone Course in Managerial Accounting</b>	4 Credits	<a href="#">Description</a>

### Elective Courses (Select one (1) from the following)

<b>ACC410 – Tax Accounting</b>	4 Credits	<a href="#">Description</a>
<b>ACC420 – Internal Auditing</b>	4 Credits	<a href="#">Description</a>



## Marketing

### Program Learning Outcomes

1. Function at the professional entry level in his/her chosen field of marketing.
2. Use the Internet and other resources to remain current in marketing.
3. Research specific topics in the core areas of marketing.
4. Make effective decisions within marketing using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a marketing environment.

<b>MKT401 - Buyer Decision-Making and Behavior</b>	4 Credits	<a href="#">Description</a>
<b>MKT403 - Marketing Research</b>	4 Credits	<a href="#">Description</a>
<b>MKT490 - Strategic Marketing Management (Capstone)</b>	4 Credits	<a href="#">Description</a>

Select one (1) courses from the following:

<b>ITM435 - Marketing Management Information System</b>	4 Credits	<a href="#">Description</a>
<b>MGT402 - Customer Service Management</b>	4 Credits	<a href="#">Description</a>
<b>MKT404 - Integrated Marketing Communication</b>	4 Credits	<a href="#">Description</a>

## Project Management

### Program Learning Outcomes

1. Function at the professional entry level in his/her chosen field of project management.
2. Use the Internet and other resources to remain current in project management.
3. Research specific topics in the core areas of project management.
4. Make effective decisions within project management using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a project management environment.
6. Develop a foundation in project management to assist in preparation for project management certification.

### Required Courses (4 Courses, 16 Credits)

<b>PRM301 – Introduction to Project Management</b>	4 Credits	<a href="#">Description</a>
<b>CMG302 - Negotiations, Pricing, and Conflict Resolution</b>	4 Credits	<a href="#">Description</a>





<b>ACC310 – Managerial Cost Accounting</b>	4 Credits	<a href="#">Description</a>
<b>PRM490 – Capstone Course in Project Management</b>	4 Credits	<a href="#">Description</a>

## Total Quality Management

### Program Learning Outcomes

1. Demonstrate proficiency at the professional entry level in his/her chosen field of quality management.
2. Use the Internet and other resources to remain current in quality management.
3. Research specific topics in the core areas of quality management.
4. Make effective decisions within quality management using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a quality management environment.

### Required Courses (4 Courses, 16 Credits)

<b>QMT401 - Introduction to Total Quality Management</b>	4 Credits	<a href="#">Description</a>
<b>QMT403 - Quality Management Tools</b>	4 Credits	<a href="#">Description</a>
<b>QMT405 - Statistical Quality Management</b>	4 Credits	<a href="#">Description</a>
<b>QMT490 – Managing Quality (Capstone)</b>	4 Credits	<a href="#">Description</a>

## Business Administration Undergraduate Certificate

TUIU offers Undergraduate and Graduate Certificates as part of the Undergraduate or Graduate programs respectively.

Students may apply to a specific program where the certificate is usually a special track/concentration within the program. Students categorically -- can **only** enroll in degree programs, even though they may receive documentation of having passed certain benchmarks. A certificate is a benchmark reached after completion of 4 (or more courses) within a specific program such as BSBA – Total Quality. The benefit is that a student, who completes a cluster of courses, reaching the benchmark, may receive the certificate and continue with his/her degree program.

The B.S. in Business Administration program offers one (1) undergraduate certificate. The certificate courses may be taken as part of the program or taken as an extension of the program. Students in the B.S. in Business Administration, interested in the Total Quality Certificate must successfully complete all

the required courses for the bachelor's degree and all four certificate courses. Upon completion students will be eligible for a Certificate in addition to the B.S. in Business Administration degree. A total of 124 credits are required for the B.S. in Business Administration with Certificate in Total Quality.

**All students seeking an Undergraduate Certificate must be admitted to TUI as a regularly admitted undergraduate student.**

### Academic Requirements

To be awarded the graduate certificate, the student must earn a minimum "C" (2.0) in the courses that constitute the certificate, with an overall program GPA of "C" (2.0) or better. Programs may require higher academic requirements for their specific certificates.

### Undergraduate Certificate in Total Quality with Six-Sigma Green Belt

The goal of the Undergraduate Certificate in Total Quality is to provide individuals, who either have completed a bachelor's degree at TUIU or are currently pursuing a bachelor's degree, the opportunity to learn the tools and techniques used to achieve and ensure high levels of quality in organizations. The focus is on introducing the technical and management tools that will allow quality management programs to be introduced into organizations from a quality perspective. The certificate consists of a series of four undergraduate-level credit courses designed to introduce students to current technical, policy and managerial quality practices, and to develop an awareness of leadership and management techniques in analyzing, developing, and implementing high quality management programs. The last course in the four course sequence, QMT499, is an integrative project and provides students the ability to integrate the knowledge obtained in the other courses and apply the knowledge in an introductory Six-Sigma Green Belt context.

Students must meet admission requirements to pursue an undergraduate degree at TUIU.

### Course Requirements for the Undergraduate Certificate in Total Quality - 16 Credits, 4 courses

#### Elective Courses (16 credits 4 Courses)

<b>QMT401 - Introduction to Total Quality Management</b>	4 Credits	<a href="#">Description</a>
<b>QMT403 - Quality Management Tools</b>	4 Credits	<a href="#">Description</a>
<b>QMT405 - Statistical Quality Management</b>	4 Credits	<a href="#">Description</a>
<b>QMT499 - Integrative Six-Sigma Green Belt Total Quality</b>	4 Credits	<a href="#">Description</a>

Students who choose any combination of electives other than those for the concentrations listed above will be awarded the Bachelor of Science in Business Administration without a specific concentration.



## Bachelor of Science in Human Resource Management

The Bachelor of Science in Human Resource Management (BSHRM) degree is designed to provide graduates with the knowledge and skills needed to excel in careers in the large and growing human resources field. This degree provides students with a strong business background and an in-depth knowledge of the Human Resource Management discipline. The Bachelor of Science in Human Resource Management degree offers practical skills across HR disciplines including staffing, training, HR information systems, benefits, global HRM and more. All courses are case-oriented and application based.

### Program Learning Outcomes

By the end of this degree program, graduates should be able to:

1. Demonstrate knowledge of Human Resources functions and be able to apply the knowledge to “get, keep, and grow” talent.
2. Demonstrate knowledge of the effects of Human Resources Management on business and society.
3. Demonstrate knowledge of the ethical implications of business decisions and actions.
4. Demonstrate knowledge of the basic business functions (accounting, marketing, finance, organizational behavior, strategic management).
5. Demonstrate effective communication skills in a business environment
6. Apply knowledge of cultural issues and diversity to function effectively in global and local business environments.
7. Demonstrate knowledge of group dynamics and interpersonal skills needed to be an effective leader and manager.
8. Conduct library/internet research and critically evaluate information sources

### Admission Standards

High school graduate:

- High school diploma or its equivalent.
- High School transcripts will be required if transferring less than 36 credits into the BSHRM program.

### Transfer Policy

TUI accepts up to **88 semester credits** from an accredited college/university, from ACE, CLEP, or DANTES.

- The transferred course(s) must meet the same general content standards as the TUI course that the credit is transferred to.



- GPA of 2.0 or better is required (the student may be accepted on a conditional basis if the overall GPA is below 2.0).
- All transferred courses must have the grade of C or better.

TUI uses the below notation to indicate transfer coursework that is relevant to the program of study, but does not have a direct equivalency at Trident University International.

- CBA399 (Upper-level Program Elective – CBA)
- ENELEC (English/Composition – GE Requirement)
- FELECT (Free Elective)
- GEBSCI (Social/Behavioral Science – GE Requirement)
- GEHUM (Arts/Humanities – GE Requirement)
- GENMATH (Mathematics – GE Requirement)
- GEPSCI (Physical/Biological Science – GE Requirement)

Note: Must complete a minimum of 32 semester credits at TUI, in order to earn a degree. International students must have a TOEFL of 500/173/61 or better.

**Students currently enrolled in the BSBA Human Resource Management concentration may transfer to the BS in Human Resource Management degree program; however, students may not complete the BSBA with a concentration including the Human Resource Management concentration and seek a second degree in the BS in Human Resource Management program. Students are urged to contact their academic advisor with any questions about transferring between programs.**

## Degree Requirements

The Bachelor of Science in Human Resource Management program requires 120 semester units to complete.

### General Education Requirements

Students must meet the University's general education requirements as specified in the General Education (GE) section on page 4 of this catalog. The BSHRM program requires students to successfully complete the below GE courses (or their equivalent).

<b>ECO201 - Microeconomics</b>	4 Credits	<a href="#">Description</a>
<b>ECO202 - Macroeconomics</b>	4 Credits	<a href="#">Description</a>
<b>ENG101 - English Composition I</b>	4 Credits	<a href="#">Description</a>

<b>ENG102 - English Composition II</b>	4 Credits	<a href="#">Description</a>
<b>MAT101 - College Mathematics</b>	4 Credits	<a href="#">Description</a>
<b>MAT201 - Basic Statistics</b>	4 Credits	<a href="#">Description</a>

**BSHRM Required Courses (60 Credits)**

Course	Credits	Prerequisites	Description
<b>MGT301 - Principles of Management</b>	4 Credits		<a href="#">Description</a>
<b>ETH301 - Business Ethics</b>	4 Credits		<a href="#">Description</a>
<b>MKT301 - Principles of Marketing</b>	4 Credits		<a href="#">Description</a>
<b>MGT302 - Organizational Behavior and Teamwork</b>	4 Credits	MGT301, ETH301	<a href="#">Description</a>
<b>ITM301 - Principles of Information Systems in Business and Organizations</b>	4 Credits		<a href="#">Description</a>
<b>BUS303 - Business Communication</b>	4 Credits		<a href="#">Description</a>
<b>BUS401 - International Business</b>	4 Credits		<a href="#">Description</a>
<b>MGT407 - Principles of Human Resource Management</b>	4 Credits		<a href="#">Description</a>
<b>HRM401 - Staffing Organizations</b>	4 Credits	MGT407	<a href="#">Description</a>
<b>HRM402 - Training and Development</b>	4 Credits	MGT407	<a href="#">Description</a>
<b>MGT412 - Human Resource Management and Law</b>	4 Credits	MGT407	<a href="#">Description</a>
<b>MGT411 - Advanced Topics in Human Resource Management</b>	4 Credits	MGT407	<a href="#">Description</a>
<b>HRM403 - Global HRM</b>	4 Credits	MGT407, HRM401, HRM402, MGT411, MGT412	<a href="#">Description</a>
<b>HRM404 - HR Information Systems</b>	4 Credits	ITM301	<a href="#">Description</a>
<b>MGT491 - Capstone Course in Human Resources Management</b>	4 Credits	HRM403	<a href="#">Description</a>



### **BSHRM Elective Courses (8 Credits)**

<b>ACC201 - Financial Accounting</b>	4 Credits	<a href="#">Description</a>
<b>FIN301 - Principles of Finance</b>	4 Credits	<a href="#">Description</a>
<b>OPM300 - Introduction to Operations Management</b>	4 Credits	<a href="#">Description</a>

## **Master of Business Administration**

The Master of Business Administration degree is recognized throughout the business world as a major component in a successful career. The TUI Master of Business Administration degree concentrates on application of theory to real situations, with special emphasis on business in a multinational environment. Therefore, it is ideally suited to the contemporary business arena.

You will find that the TUI faculty have a wealth of experience in the business community and are eager to share the special methods and techniques to apply academic tools and concepts to real business situations.

The program is designed to assist candidates to obtain quality graduate-level content expertise in all of the functional areas of business administration.

### **Program Learning Outcomes**

The graduate should be able to:

- Function at the professional middle management level in his/her chosen field of business administration
- Demonstrate effective written communication in an advanced business environment
- Analyze complex business situations and offer and evaluate alternative solutions
- Apply business knowledge, concepts, and frameworks to dynamic business situations
- Function as an effective team leader
- Marshal and manage relevant resources in uncertain and global business environments
- Integrate, apply, and synthesize knowledge across the functional areas of business
- Enter an accredited Ph.D. program in business administration without further preparation

The Master of Business Administration program requires 44 semester credits to complete. Students who select their three electives in a particular concentration will have the degree with a designated concentration. Taking two courses per session students may complete this program in six sessions.



## Admission Requirements

Students seeking admission to the MBA program at TUI must provide a baccalaureate degree transcript from an accredited college or university and must also have a minimum GPA of 2.5 or better.

Students who have graduated from an accredited college or university with a GPA of less than 2.5 may be considered for admission on a conditional basis.

International students must have a minimum TOEFL of 525/197/71

## Transfer Policies

TUI may transfer up to 30% of the semester credits required to complete the specific Master's level program. The transferring course(s) must be from accredited graduate level institution(s); must meet the same general content standards as the TUI courses; and must have earned a Grade of "B" (3.0) or better.

## Requirements for Graduation

To qualify for the M.B.A. degree students must successfully fulfill both of the following requirements:

- Complete each required graduate course with a grade of "B-" (2.67) or better.
- Maintain an overall GPA of "B" (3.0) or better for all graduate level coursework applying toward the degree.

## Degree Requirements

### Required Courses (32 Credits)

<b>ACC501 - Accounting for Decision Making</b>	4 Credits	<a href="#">Description</a>
<b>BUS599 - MBA Integrative Project (Capstone - Must be taken in final session)</b>	4 Credits	<a href="#">Description</a>
<b>ETH501 - Business Ethics</b>	4 Credits	<a href="#">Description</a>
<b>FIN501 - Strategic Corporate Finance</b>	4 Credits	<a href="#">Description</a>
<b>ITM501 - Management Information Systems and Business Strategy</b>	4 Credits	<a href="#">Description</a>
<b>MGT501 - Management and Organizational Behavior</b>	4 Credits	<a href="#">Description</a>
<b>MGT599 - Strategic Management</b>	4 Credits	<a href="#">Description</a>
<b>MKT501 - Strategic Marketing</b>	4 Credits	<a href="#">Description</a>

### Elective Courses (12 Credits)

Choose one of the following concentrations and complete the related three courses. That concentration will be listed on the diploma and transcript. Alternatively, complete any three MBA electives. In this case, there will be no concentration and none will be listed on either the diploma or transcript.

## Concentrations

### Business Research

#### Program Learning Outcomes

1. Demonstrate basic familiarity with business research tools and methods, both quantitative and qualitative.
2. Perform critical analysis of complex problems in various areas of business and offer and evaluate alternative approaches to their understanding.
3. Apply theoretical knowledge, concepts, and frameworks to business problems.
4. Use research resources, including professional literature, online material, search tools and professional communications media.
5. Demonstrate effective written communication about research and research findings.
6. Participate effectively in the broad and diverse research culture.
7. *(For students pursuing pre-doctoral studies)* Function effectively as a student in a PhD program in business administration.

#### Required Courses

<b>BUS504 – Business Research Methods</b>	4 Credits	<a href="#">Description</a>
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#### Elective Courses

<b>OPM500 – Operations Management for Managers</b>	4 Credits	<a href="#">Description</a>
<b>ITM535 - Business Intelligence: Data Mining, Data Warehousing &amp; Data Analytics</b>	4 Credits	<a href="#">Description</a>
<b>ITM547 - Techniques of Data Mining and Related Analytical Procedures</b>	4 Credits	<a href="#">Description</a>
<b>BUS510 - Introduction to Academic Research</b>	4 Credits	<a href="#">Description</a>



## Conflict and Negotiation Management

### Program Learning Outcomes

1. Function at the professional middle management level in the field of conflict and negotiation management.
2. Demonstrate effective written communication in advanced conflict and negotiation environments.
3. Perform critical analysis of complex situations within the conflict and negotiation management field and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations within the conflict and negotiation management field.
5. Marshal and manage relevant resources within the conflict and negotiation management field particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of conflict and negotiation management.
7. Demonstrate awareness of and work effectively in a diverse organization within the conflict and negotiation management field.
8. Recognize, analyze, and confront ethical and social responsibility issues in the conflict and negotiation management field.

<b>NCM501 - Foundations of Conflict Resolutions</b>	4 Credits	<a href="#">Description</a>
<b>NCM511 - Mediation and Arbitration</b>	4 Credits	<a href="#">Description</a>
<b>NCM512 - Negotiation Strategies</b>	4 Credits	<a href="#">Description</a>

## Criminal Justice Administration

### Program Learning Outcomes

1. Function at the professional level in the criminal justice field.
2. Demonstrate effective written communication in an advanced criminal justice administration environment.
3. Perform critical analysis of complex situations within criminal justice systems and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations within criminal justice systems.
5. Marshal and manage relevant resources within criminal justice systems particularly in an uncertain global environment.



6. Integrate, apply, and synthesize knowledge across the functional areas of criminal justice administration.
7. Demonstrate awareness of and work effectively in a diverse organization within the criminal justice system.
8. Recognize, analyze, and confront ethical and social responsibility issues in the criminal justice administration field.

<b>CJA501 - Criminal Justice Systems</b>	4 Credits	<a href="#">Description</a>
<b>CJA502 - Managing Criminal Justice Administration</b>	4 Credits	<a href="#">Description</a>
<b>CJA503 - Public Policy and Criminal Justice Management</b>	4 Credits	<a href="#">Description</a>

## Entrepreneurship

### Program Learning Outcomes

1. Function at the professional middle management level in an entrepreneurial environment.
2. Demonstrate effective written communication in an advanced entrepreneurial environment.
3. Perform critical analysis of complex situations as an entrepreneur and develop alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in an entrepreneurial environment.
5. Marshal and manage relevant resources in an entrepreneurial environment particularly in an uncertain global environment.
6. Integrate, apply, and synthesize business knowledge an entrepreneurial environment.
7. Demonstrate awareness of and work effectively in a diverse organization with an entrepreneurial environment.
8. Recognize, analyze, and confront ethical and social responsibility issues in an entrepreneurial environment.

<b>FIN509 - Entrepreneurial Finance</b>	4 Credits	<a href="#">Description</a>
<b>MGT503 - Advanced Entrepreneurship</b>	4 Credits	<a href="#">Description</a>
<b>ECM555 - e-Entrepreneurship</b>	4 Credits	<a href="#">Description</a>



## Finance

### Program Learning Outcomes

1. Function at the professional middle management level in the financial management field.
2. Demonstrate effective written communication in an advanced financial management environment.
3. Perform critical analysis of complex situations in finance and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in financial management.
5. Marshal and manage relevant resources in financial management particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of financial management.
7. Demonstrate awareness of and work effectively in a diverse organization as a financial management specialist.
8. Recognize, analyze, and confront ethical and social responsibility issues in financial management.

<b>FIN502 - International Finance</b>	4 Credits	<a href="#">Description</a>
<b>FIN503 - Monetary Policy and Financial Institutions</b>	4 Credits	<a href="#">Description</a>
<b>FIN504 - Investments and Portfolio Management</b>	4 Credits	<a href="#">Description</a>

## General Management

### Program Learning Outcomes

1. Function at the professional middle management level in the management field.
2. Demonstrate effective written communication in an advanced management environment.
3. Perform critical analysis of complex situations in management and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in management.
5. Marshal and manage relevant resources in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of management.
7. Demonstrate awareness of and work effectively in a diverse organization within the management field.



8. Recognize, analyze, and confront ethical and social responsibility issues in management.

<b>BUS503 - Organizational Change and Transformation</b>	4 Credits	<a href="#">Description</a>
<b>MGT506 - Strategic Leadership</b>	4 Credits	<a href="#">Description</a>
<b>MGT509 - Human Resource Management</b>	4 Credits	<a href="#">Description</a>

### Governmental Accounting

#### Program Learning Outcomes

1. Function at the professional middle management level in the governmental accounting management field.
2. Demonstrate effective written communication in an advanced governmental accounting management environment.
3. Perform critical analysis of complex situations in government accounting and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in governmental accounting management.
5. Marshal and manage relevant resources in governmental accounting management particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of governmental accounting management.
7. Demonstrate awareness of and work effectively in a diverse organization as a governmental accounting management specialist.
8. Recognize, analyze, and confront ethical and social responsibility issues in governmental accounting management.

#### Required Courses (3 Courses, 12 Credits)

<b>ACC510 – Accounting for Government &amp; Non-Profit Entities</b>	4 Credits	<a href="#">Description</a>
<b>ACC511 – Management Control in Non-Profit Organizations</b>	4 Credits	<a href="#">Description</a>
<b>ACC512 – Budgeting for Governmental &amp; Non-Profit Entities</b>	4 Credits	<a href="#">Description</a>



## Human Resource Management

### Program Learning Outcomes

1. Function at the professional middle management level in the human resource management field.
2. Demonstrate effective written communication in an advanced human resource management environment.
3. Perform critical analysis of complex situations in human resource management and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in human resource management.
5. Marshal and manage relevant resources in human resource management particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of human resource management.
7. Demonstrate awareness of and work effectively in a diverse organization as a human resource management specialist.
8. Recognize, analyze, and confront ethical and social responsibility issues in human resource management.

<b>MGT509 - Human Resource Management</b>	4 Credits	<a href="#">Description</a>
<b>MGT511 - Advanced Topics in Human Resource Management</b>	4 Credits	<a href="#">Description</a>
<b>MGT516 - Legal Implications in Human Resource Management</b>	4 Credits	<a href="#">Description</a>

## Information Security and Digital Assurance Management

### Program Learning Outcomes

1. Function at the professional middle management level in the Information Security and Digital Assurance management field.
2. Demonstrate effective written communication in an advanced Information Security and Digital Assurance environment.
3. Perform critical analysis of complex situations in Information Security and Digital Assurance management and offer and evaluate alternative solutions to protect information.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in Information Security and Digital Assurance management.



5. Marshal and manage relevant resources in Information Security and Digital Assurance management particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of Information Security and Digital Assurance management.
7. Demonstrate awareness of and work effectively in a diverse organization as an Information Security and Digital Assurance management specialist.
8. Recognize, analyze, and confront ethical and social responsibility issues in Information Security and Digital Assurance management.

**Required Courses (3 Courses, 12 Credits)**

<b>ITM517 – Information Security Overview for Managers and Policy Makers</b>	4 Credits	<a href="#">Description</a>
<b>ITM527 – IT Security and Disaster Recovery Management</b>	4 Credits	<a href="#">Description</a>
<b>ITM537 – Principles of Information Security Auditing and Digital Forensics</b>	4 Credits	<a href="#">Description</a>

**Information Technology Management**

**Program Learning Outcomes**

1. Function at the professional middle management level in the information technology management field.
2. Demonstrate effective written communication in an advanced information technology management environment.
3. Perform critical analysis of complex situations in information technology management and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in information technology management.
5. Marshal and manage relevant resources in information technology management particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of information technology management.
7. Demonstrate awareness of and work effectively in a diverse organization as an information technology management specialist.
8. Recognize, analyze, and confront ethical and social responsibility issues in information technology management.

<b>ITM507 - Business Intelligence and Knowledge Management</b>	4 Credits	<a href="#">Description</a>
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<b>ITM508 - Critical IT Decisions for Business Executives</b>	4 Credits	<a href="#">Description</a>
<b>ITM506 - Management of the Networked Enterprise</b>	4 Credits	<a href="#">Description</a>

## International Business

### Program Learning Outcomes

1. Function at the professional middle management level in the field of international business.
2. Demonstrate effective written communication in an advanced international business environment.
3. Perform critical analysis of complex situations in international business and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in international business.
5. Marshal and manage relevant resources within the international business field particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of international business.
7. Demonstrate awareness of and work effectively in a diverse organization within the international business field.
8. Recognize, analyze, and confront ethical and social responsibility issues in international business.

<b>FIN502 - International Finance</b>	4 Credits	<a href="#">Description</a>
<b>MKT502 - International Marketing</b>	4 Credits	<a href="#">Description</a>
<b>LOG502 - Managing the Global Logistics Chain</b>	4 Credits	<a href="#">Description</a>

## Logistics

### Program Learning Outcomes

1. Function at the professional middle management level in the logistics field.
2. Demonstrate effective written communication in an advanced logistics environment.
3. Perform critical analysis of complex situations within the logistics field and offer and evaluate alternative solutions.



4. Apply business knowledge, concepts, and frameworks to dynamic situations within logistics systems.
5. Marshal and manage relevant resources within logistics systems particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of logistics.
7. Demonstrate awareness of and work effectively in a diverse organization within the logistics field.
8. Recognize, analyze, and confront ethical and social responsibility issues in the logistics field.

**Required Course**

<b>LOG501 - Managing the Supply Chain</b>	4 Credits	<a href="#">Description</a>
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**Elective Courses (Choose 2 courses from the following)**

<b>LOG502 - Managing the Global Logistics Chain</b>	4 Credits	<a href="#">Description</a>
<b>LOG503 - Managing Logistics Operations</b>	4 Credits	<a href="#">Description</a>
<b>OPM500 - Operations Management for Managers</b>	4 Credits	<a href="#">Description</a>

**Managerial Accounting**

**Program Learning Outcomes**

1. Function at the professional middle management level in the managerial accounting management field.
2. Demonstrate effective written communication in an advanced managerial accounting management environment.
3. Perform critical analysis of complex situations in managerial accounting and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in managerial accounting management.
5. Marshal and manage relevant resources in managerial accounting management particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of managerial accounting management.





7. Demonstrate awareness of and work effectively in a diverse organization as a managerial accounting management specialist.
8. Recognize, analyze, and confront ethical and social responsibility issues in managerial accounting management.

### Required Courses

<b>ACC502 – Strategic Cost Management</b>	4 Credits	<a href="#">Description</a>
<b>ACC503 – Federal Taxation &amp; Business Strategy</b>	4 Credits	<a href="#">Description</a>
<b>ACC504 – Issues in Managerial Accounting</b>	4 Credits	<a href="#">Description</a>

### Marketing

#### Program Learning Outcomes

1. Function at the professional middle management level in the marketing management field.
2. Demonstrate effective written communication in an advanced marketing management environment.
3. Perform critical analysis of complex situations in marketing and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in marketing management.
5. Marshal and manage relevant resources in marketing management particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of marketing management.
7. Demonstrate awareness of and work effectively in a diverse organization as a marketing management specialist.
8. Recognize, analyze, and confront ethical and social responsibility issues in marketing management.

<b>MKT510 – Marketing Services</b>	4 Credits	<a href="#">Description</a>
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Select two (2) course from the following:

<b>ITM515 - Customer Relations Management Technologies</b>	4 Credits	<a href="#">Description</a>
<b>ITM535 - Business Intelligence: Data Mining, Data Warehousing &amp; Data Analytics</b>	4 Credits	<a href="#">Description</a>



<b>MKT502 - International Marketing</b>	4 Credits	<a href="#">Description</a>
<b>MGT515 - Customer Relationship Management</b>	4 Credits	<a href="#">Description</a>

## Project Management

### Program Learning Outcomes

1. Function at the professional entry level in his/her chosen field of project management.
2. Use the Internet and other resources to remain current in project management.
3. Research specific topics in the core areas of project management.
4. Make effective decisions within project management using appropriate analytical and critical thinking processes.
5. Demonstrate effective written communication skills in a project management environment.
6. Develop a foundation of project management knowledge useful for advance project management certifications.

### Required Courses (2 Courses, 8 Credits)

<b>PRM501 – Foundations of Project Management</b>	4 Credits	<a href="#">Description</a>
<b>ACC504 – Issues in Managerial Accounting</b>	4 Credits	<a href="#">Description</a>

### Elective Courses (1 Course, 4 Credits) – Choose one course from the following

<b>ITM533 – IT Project, Logistics, and Contract Management</b>	4 Credits	<a href="#">Description</a>
<b>MGT508 – Leadership in Teams</b>	4 Credits	<a href="#">Description</a>

## Public Management

### Program Learning Outcomes

1. Function at the professional middle management level in the public management field.
2. Demonstrate effective written communication in an advanced public management environment.
3. Perform critical analysis of complex situations in public management and offer and evaluate alternative solutions.



4. Apply business knowledge, concepts, and frameworks to dynamic situations in public management.
5. Marshal and manage relevant resources in public management particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of public management.
7. Demonstrate awareness of and work effectively in a diverse organization in a public management environment.
8. Recognize, analyze, and confront ethical and social responsibility issues in a public management environment.

<b>PUB501 - Public Policy Management</b>	4 Credits	<a href="#">Description</a>
<b>PUB502 - Public Financial Management</b>	4 Credits	<a href="#">Description</a>
<b>PUB503 - Leadership in Public Organizations</b>	4 Credits	<a href="#">Description</a>

### Strategic Leadership

#### Program Learning Outcomes

1. Function at the professional middle management level in the strategic leadership field.
2. Demonstrate effective written communication in an advanced strategic leadership environment.
3. Perform critical analysis of complex situations in strategic leadership and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in strategic leadership.
5. Marshal and manage relevant resources in strategic leadership particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional area of strategic leadership.
7. Demonstrate awareness of and work effectively in a diverse organization within the strategic leadership field.
8. Recognize, analyze, and confront ethical and social responsibility issues in strategic leadership.

<b>MGT506 - Strategic Leadership</b>	4 Credits	<a href="#">Description</a>
<b>MGT508 - Leadership of Teams</b>	4 Credits	<a href="#">Description</a>
<b>NCM512 - Negotiation Strategies</b>	4 Credits	<a href="#">Description</a>

## Quality Management

### Program Learning Outcomes

1. Demonstrate proficiency at the professional middle management level in the quality management field.
2. Demonstrate effective written communication in an advanced quality management environment.
3. Perform critical analysis of complex situations in quality management and offer and evaluate alternative solutions.
4. Apply business knowledge, concepts, and frameworks to dynamic situations in quality management.
5. Marshal and manage relevant resources in quality management particularly in an uncertain global environment.
6. Integrate, apply, and synthesize knowledge across the functional areas of quality management.
7. Demonstrate awareness of and work effectively in a diverse organization as a quality management specialist.
8. Recognize, analyze, and confront ethical and social responsibility issues in quality management

<b>QMT501 - Introduction to Quality Management &amp; Six Sigma</b>	4 Credits	<a href="#">Description</a>
<b>QMT503 – Statistical Methods for Six Sigma and Quality</b>	4 Credits	<a href="#">Description</a>
<b>QMT509 – Advanced Design and Analysis Methods for Quality Assessment</b>	4 Credits	<a href="#">Description</a>

## Joint Degree Program

The College of Business Administration and the College of Health Sciences have joined forces to offer a Dual MS-MBA program that result in conferral of a Master of Business Administration (MBA) degree and a Master of Science in Health Sciences with a concentration in Health Care Management (MSHS) degree.

### Admission Requirements

- The student needs to apply specifically to the dual degree program when applying to the university.
- The MS/MBA degree requires total of 64 credit hours, 32 credits from each program. The student may choose which program he/she completes first.
- Dual degree students must satisfy the curriculum and graduation requirements of both the MBA and MSHS programs, and follow their degree plan. CAP599, the Integrated Capstone course,

must be the last course taken after the required courses in both the MSHS – Concentration in Health Care Management and the MBA program have been taken.

- Students withdrawing from the dual degree program before completing both degrees will only receive credit toward graduation for such courses that qualify toward a single degree program. In this situation students will take the capstone course for the single degree program they wish to complete (MHM599 for the MSHS or BUS599 for the MBA). The CAP599 integrated capstone is only applicable for the Dual Degree.
- The MBA and MS degrees will be awarded upon successful completion of the requirements of the entire dual degree program.

### Dual Degree Requirements

#### MBA – Masters in Business Administration (8 Courses, 32 Credits)

ACC501 – Accounting for Decision Making	4 Credits	<a href="#">Description</a>
ETH501 – Business Ethics	4 Credits	<a href="#">Description</a>
FIN501 – Strategic Corporate Finance	4 Credits	<a href="#">Description</a>
ITM501 – Management Information Systems and Business Strategy	4 Credits	<a href="#">Description</a>
MGT501 – Management and Organizational Behavior	4 Credits	<a href="#">Description</a>
MGT599 – Strategic Management	4 Credits	<a href="#">Description</a>
MKT501 – Strategic Marketing	4 Credits	<a href="#">Description</a>
OPM500 – Operation Management for Managers	4 Credits	<a href="#">Description</a>

#### MSHS – Concentration in Health Care Management (8 Courses, 32 Credits)

MHM505 – Introduction to Quality Assurance	4 Credits	<a href="#">Description</a>
MHM506 – Health Systems Administration	4 Credits	<a href="#">Description</a>
MHM522 – Legal Aspects of Health Administration	4 Credits	<a href="#">Description</a>
MHM535 – Hospital Administration	4 Credits	<a href="#">Description</a>
MIH521 – Health Program Evaluation	4 Credits	<a href="#">Description</a>
MIH527 – Environmental Health Assessment	4 Credits	<a href="#">Description</a>

<b>MIH548 – Theory-Based Research</b>	4 Credits	<a href="#">Description</a>
<b>CAP599 – Integrative Capstone Course in Health Care Business Management</b>	4 Credits	<a href="#">Description</a>

## Graduate Certificate Programs/ Concentrations

TUIU offers Undergraduate and Graduate Certificates as part of the Undergraduate or Graduate programs respectively.

Students may apply to a specific program where the certificate is usually a special track/concentration within the program. A certificate is a benchmark reached after completion of 4 (or more courses) within a specific program such as MBA–Certificate in Human Resource Management. The benefit is that a student, who completes a cluster of courses, reaching the benchmark, may receive the certificate and continue with his/her degree program.

The MBA program offers ten (10) graduate certificates. The certificate courses may be taken as part of the MBA program as electives or taken as an extension of the MBA program. The Certificates offered are **Entrepreneurship, Governmental Accounting, Human Resource Management, Information Security and Digital Assurance, Management, International Business, Managerial Accounting, Project Management, Strategic Leadership, and Quality Management with Six-Sigma Black Belt.**

All students seeking a Graduate Certificate must be admitted to TUI as a regularly admitted graduate student.

### Admission Standards

Possess a baccalaureate degree from an accredited college or university in business or related field with a minimum GPA of 2.5. Submit transcripts of undergraduate and all prior graduate work.

### Academic Requirements

To be awarded the graduate certificate, the student must earn a minimum “B-” (2.67) in the courses that constitute the certificate, with an overall program GPA of “B” (3.0) or better. Programs may require higher academic requirements for their specific certificates.

### Graduate Certificate in Conflict Resolution Management

Conflict is an inevitable part of our professional and personal lives. As conflict has an adverse effect on organizational goal attainment, there has been a growing need to understand the sources of conflict, and consequently manage it by applying the appropriate approach and strategy. All organizations across all fields and industries share a common resource – people – who interact and perform under various and demanding conditions, and all potentially conducive to inter-personal and intra-organizational conflict. The goal of the Graduate Certificate in Conflict Resolution Management is to provide those

professionals in business, health, or education, to master the advanced concepts and techniques of conflict resolution management: Unilateral, Bilateral, and Alternative Dispute Resolution (ADR) which will enable them to understand, overcome, and move beyond conflict. The certificate consists of a series of three graduate-level credit courses designed to provide graduates with knowledge and skills, and a capstone course oriented towards addressing most common real-life situations.

#### Required Courses (16 Credits)

<b>NCM501 - Foundations of Conflict Resolutions</b>	4 Credits	<a href="#">Description</a>
<b>NCM511 - Mediation and Arbitration</b>	4 Credits	<a href="#">Description</a>
<b>NCM512 - Negotiation Strategies</b>	4 Credits	<a href="#">Description</a>
<b>NCM599 - Capstone Course</b>	4 Credits	<a href="#">Description</a>

#### Graduate Certificate in Entrepreneurship

The Graduate Certificate in Entrepreneurship has two goals. First, to provide individuals who anticipate starting their own business, and who have the basic foundation of a bachelor's degree, the opportunity to learn and apply the concepts and practical techniques which will enable them to succeed as entrepreneurs, regardless of their educational background or current job or position. The second goal is for those already in business, to raise their business to a higher level of practice, sales, and service to the community. The emphasis is on the practical application of academic theories and the experiences of successful entrepreneurs both in the U.S. and internationally in building their businesses considering the restrictions of limited resources, competition, and legal restraints. The certificate consists of a series of four graduate-level credit courses designed to provide graduates with the latest information and research available in all functional and technical areas which has been confirmed by application in varied types and sizes of businesses in different industries.

Students must hold a bachelor's degree from an accredited institution.

#### Course Requirements for the Graduate Certificate in Entrepreneurship: 16 Credits

##### Required Courses (12 Credits)

<b>FIN509 - Entrepreneurial Finance</b>	4 Credits	<a href="#">Description</a>
<b>MGT503 - Advanced Entrepreneurship</b>	4 Credits	<a href="#">Description</a>
<b>ECM555 - e-Entrepreneurship</b>	4 Credits	<a href="#">Description</a>

**Elective Courses (4 Credits) - Please select one (1) course from the following)**

<b>ACC501 - Accounting for Decision Makers</b>	4 Credits	<a href="#">Description</a>
<b>MKT501 - Strategic Marketing</b>	4 Credits	<a href="#">Description</a>
<b>MGT516 - Legal Aspects in Human Resources</b>	4 Credits	<a href="#">Description</a>
<b>MGT515 - Customer Relations Management</b>	4 Credits	<a href="#">Description</a>

### **Graduate Certificate in Finance**

The goal of the Graduate Certificate in Finance is to provide both managers and individual investors holding a bachelor's degree the opportunity to learn the tools and techniques to properly analyze investment opportunities and to manage financial resources. The focus will include not only individual and firm level investment decisions, but also provide the graduate with an understanding of the U.S. and international financial systems and how the current economic environment impacts both organizational and individual investment choices and opportunities. The certificate consists of a series of four graduate-level courses which will provide the graduate a broad overview of investment analysis techniques and a solid understanding of the global financial system.

Students must hold a bachelor's degree from an accredited institution.

### **Course Requirements for the Graduate Certificate in Finance: 16 Credits**

#### **Required Courses (12 Credits)**

<b>FIN502 - International Finance</b>	4 Credits	<a href="#">Description</a>
<b>FIN503 - Monetary Policy and Financial Institutions</b>	4 Credits	<a href="#">Description</a>
<b>FIN504 - Investments and Portfolio Management</b>	4 Credits	<a href="#">Description</a>

#### **Elective Courses (4 Credits) - Please select one (1) course from the following)**

<b>FIN509 - Entrepreneurial Finance</b>	4 Credits	<a href="#">Description</a>
<b>ACC502 – Strategic Cost Management</b>	4 Credits	<a href="#">Description</a>
<b>ACC503 – Federal Taxation &amp; Business Strategy</b>	4 Credits	<a href="#">Description</a>
<b>ACC504 – Issues in Managerial Accounting</b>	4 Credits	<a href="#">Description</a>



### Graduate Certificate in Governmental Accounting

The goal of the Graduate Certificate in Governmental Accounting is to provide managers, executives, and leaders holding a bachelor's degree the opportunity to master advanced concepts and techniques in governmental accounting to enable them to manage and lead organizations in the global economy. The focus is on presenting analytical tools and management techniques that will allow business professionals to analyze complex situations in governmental accounting and evaluate alternative solutions. It will enable them to apply business knowledge, concepts, and frameworks to dynamic situations in governmental accounting. The certificate consists of a series of four graduate-level credit courses designed to provide graduates with the latest information and cutting-edge methods, based on research confirmed in practice, in all types of organizations and industries relative to governmental accounting.

Students must hold a bachelor's degree from an accredited institution.

### Course Requirements for the Graduate Certificate in Governmental Accounting: 16 Credits

#### Required Courses (12 Credits)

<b>ACC 510 – Accounting for Government &amp; Non-Profit Entities</b>	4 Credits	<a href="#">Description</a>
<b>ACC 511 – Management Control in Non-Profit Organizations</b>	4 Credits	<a href="#">Description</a>
<b>ACC 512 – Budgeting for Governmental &amp; Non-Profit Entities</b>	4 Credits	<a href="#">Description</a>

#### Elective Courses (4 Credits) - Please select one (1) course from the following

<b>MGT509 – Human Resource Management</b>	4 Credits	<a href="#">Description</a>
<b>BUS503 – Organizational Change &amp; Transformation</b>	4 Credits	<a href="#">Description</a>
<b>ITM501 – Management Information Systems &amp; Business Strategy</b>	4 Credits	<a href="#">Description</a>

### Graduate Certificate in Human Resource Management

The goal of the Graduate Certificate in Human Resource Management is to provide administrators and practitioners holding a bachelor's degree the opportunity to learn the tools and techniques used to achieve and ensure quality human resource services and administration. The focus will be on presenting the analytical tools and management techniques that will allow human resource administrators and professionals to analyze, assess, and improve human resource delivery, employer and employee satisfaction, accountability and the processes within the organization that ensure ongoing quality improvement. The certificate consists of a series of four graduate-level credit courses designed to provide graduates with current industry practices, leadership and management techniques in analyzing, developing, and directing quality human resources in the workplace.



This certificate program has been approved for 60 recertification credit hours toward the PHR and SPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, please visit the HRCI homepage at [www.hrci.org](http://www.hrci.org).

Students must hold a bachelor's degree from an accredited institution.

**Course Requirements for the Graduate Certificate in Human Resource Management: 16 Credits**

**Required Courses (12 Credits)**

<b>MGT509 - Human Resource Management</b>	4 Credits	<a href="#">Description</a>
<b>MGT511 - Advanced Topics in Human Resource Management</b>	4 Credits	<a href="#">Description</a>
<b>MGT516 - Legal Implications in Human Resource</b>	4 Credits	<a href="#">Description</a>

**Elective Courses (4 Credits) - Please select one (1) course from the following**

<b>BUS503 - Organizational Change and Transformation</b>	4 Credits	<a href="#">Description</a>
<b>MGT506 - Strategic Leadership</b>	4 Credits	<a href="#">Description</a>
<b>NCM501 - Foundations of Conflict Resolution</b>	4 Credits	<a href="#">Description</a>
<b>ITM508 - Critical IT Decisions for Business Executives</b>	4 Credits	<a href="#">Description</a>

**Graduate Certificate in Information Security and Digital Assurance Management**

The goal of the Graduate Certificate in Information Security and Digital Assurance Management is to provide administrators and practitioners holding a bachelor's degree the opportunity to learn the tools and techniques used to achieve and ensure effective protection of information resources. The focus will be on presenting the technical and management tools that will allow human resource information security administrators to analyze, assess, incorporate and improve principles of information security in organizations to reduce security risks and comply with existing regulations. The certificate consists of a series of four graduate-level credit courses designed to provide graduates with current technical, policy and managerial security practices, leadership and management techniques in analyzing, developing, and directing disaster recovery plans to protect organizational knowledge.

Students must hold a bachelor's degree from an accredited institution.

**Course Requirements for the Graduate Certificate in Information Security and Digital Assurance Management: 16 Credits**



**Required Courses (12 Credits)**

<b>ITM517 - Information Security Overview for Managers and Policy Makers</b>	4 Credits	<a href="#">Description</a>
<b>ITM527 – IT Security and Disaster Recovery Management</b>	4 Credits	<a href="#">Description</a>
<b>ITM537 – Principles of Information Security Auditing and Digital Forensics</b>	4 Credits	<a href="#">Description</a>

**Elective Courses (4 Credits) - Please select one (1) course from the following**

<b>ITM508 - Critical IT Decisions for Business Executives</b>	4 Credits	<a href="#">Description</a>
<b>ITM506 - Management of the Networked Enterprise</b>	4 Credits	<a href="#">Description</a>

**Graduate Certificate in International Business**

The goal of the Graduate Certificate in International Business is to provide managers, executives, and leaders holding a bachelor's degree the opportunity to master advanced concepts and techniques in international business to enable them to manage and lead organizations in the global economy. The focus is on presenting analytical tools and management techniques that will allow business professionals to analyze complex situations in international business and evaluate alternative solutions. It will enable them to apply business knowledge, concepts, and frameworks to dynamic situations in international business. The certificate consists of a series of four graduate-level credit courses designed to provide graduates with the latest information and cutting-edge methods, based on research confirmed in practice, in all types of international organizations and industries.

Students must hold a bachelor's degree from an accredited institution.

**Course Requirements for the Graduate Certificate in International Business: 16 Credits**

**Required Courses (12 Credits)**

<b>FIN502 - International Finance</b>	4 Credits	<a href="#">Description</a>
<b>MKT502 - International Marketing</b>	4 Credits	<a href="#">Description</a>
<b>LOG502 - Managing the Global Logistics Chain</b>	4 Credits	<a href="#">Description</a>

**Elective Courses (4 Credits) - Please select one (1) course from the following**

<b>ETH501 - Business Ethics</b>	4 Credits	<a href="#">Description</a>
<b>MGT506 - Strategic Leadership</b>	4 Credits	<a href="#">Description</a>

### Graduate Certificate in Managerial Accounting

The goal of the Graduate Certificate in Managerial Accounting is to provide managers, executives, and leaders holding a bachelor's degree the opportunity to master advanced concepts and techniques in managerial accounting to enable them to manage and lead organizations in the global economy. The focus is on presenting analytical tools and management techniques that will allow business professionals to analyze complex situations in managerial accounting and evaluate alternative solutions. It will enable them to apply business knowledge, concepts, and frameworks to dynamic situations in managerial accounting. The certificate consists of a series of four graduate-level credit courses designed to provide graduates with the latest information and cutting-edge methods, based on research confirmed in practice, in all types of organizations and industries relative to managerial accounting.

Students must hold a bachelor's degree from an accredited institution.

### Course Requirements for the Graduate Certificate in Managerial Accounting: 16 Credits

#### Required Courses (12 Credits)

<b>ACC502 – Strategic Cost Management</b>	4 Credits	<a href="#">Description</a>
<b>ACC503 – Federal Taxation &amp; Business Strategy</b>	4 Credits	<a href="#">Description</a>
<b>ACC504 – Issues in Managerial Accounting</b>	4 Credits	<a href="#">Description</a>

#### Elective Courses (4 Credits) - Please select one (1) course from the following

<b>MGT506 – Strategic Leadership</b>	4 Credits	<a href="#">Description</a>
<b>BUS503 – Organizational Change &amp; Transformation</b>	4 Credits	<a href="#">Description</a>
<b>MKT501 – Strategic Marketing</b>	4 Credits	<a href="#">Description</a>

### Graduate Certificate in Project Management

The goal of the Graduate Certificate in Project Management is to provide professionals the opportunity to master the principles and best practices to better address the increasing global and projects that are planned, negotiated, managed and completed. Because of the continuous advancements in information technologies and other tools, project management skills may be more formalized and more effectively



utilized in organizations. Public and private institutions wishing to maintain and improve their position in today's competitive global economy have a great need for skilled project management professionals. This certification will prepare students for understanding, developing, managing and controlling, deploying projects from those relatively small in scope and size to those which are massive in scope and size. The emphasis of this certification is on both management skills and tools, and awareness of information technologies and accounting/financing tools for cost control. The certificate consists of a series of four graduate-level credit courses designed to provide graduates with the project management principles and approaches confirmed in practice in all types of organizations and industries. Three courses are required with an elective course which provides students with an opportunity to concentrate on a specific area of emphasis within the project management domain.

Students must hold a bachelor's degree from an accredited institution.

**Course Requirements for the Graduate Certificate in Project Management: 16 Credits**

**Required Courses (12 Credits)**

<b>PRM501 – Foundations of Project Management</b>	4 Credits	<a href="#">Description</a>
<b>ACC504 – Issues in Managerial Accounting</b>	4 Credits	<a href="#">Description</a>
<b>ITM533 – IT Project, Logistics, and Contract Management</b>	4 Credits	<a href="#">Description</a>

**Elective Courses (4 Credits) - Please select one (1) course from the following**

<b>MGT508 – Leadership in Teams</b>	4 Credits	<a href="#">Description</a>
<b>BUS503 – Organizational Change</b>	4 Credits	<a href="#">Description</a>
<b>MGT506 – Strategic Leadership</b>	4 Credits	<a href="#">Description</a>
<b>NCM512 – Negotiation Strategies</b>	4 Credits	<a href="#">Description</a>

**Graduate Certificate in Strategic Leadership**

The goal of the Graduate Certificate in Strategic Leadership is to provide supervisors, managers, executives, and leader practitioners at all levels holding a bachelor's degree the opportunity to master the advanced concepts and techniques which will enable them to provide superior leadership in all types of organizations and at all levels regardless of their individual specialties in management or the professions. The emphasis is on the strategic rather than the tactical, and includes both the theoretical foundation as well as the application of these theories to real world situations. The certificate consists of a series of four graduate-level credit courses designed to provide graduates with cutting-edge methods based on research confirmed in practice in all types of organizations and industries.

Students must hold a bachelor's degree from an accredited institution.

### Course Requirements for the Graduate Certificate in Strategic Leadership: 16 Credits

#### Required Courses (12 Credits)

<b>MGT506 Strategic Leadership</b>	4 Credits	<a href="#">Description</a>
<b>MGT508 Leadership of Teams</b>	4 Credits	<a href="#">Description</a>
<b>MGT501 Management of Organizational Behavior</b>	4 Credits	<a href="#">Description</a>

#### Elective Courses (4 Credits) - Please select one (1) course from the following

<b>BUS503 Organizational Change and Transformation</b>	4 Credits	<a href="#">Description</a>
<b>PUB503 Leadership in Public Organizations</b>	4 Credits	<a href="#">Description</a>
<b>ETH501 Business Ethics</b>	4 Credits	<a href="#">Description</a>
<b>NCM512 Negotiation Strategies</b>	4 Credits	<a href="#">Description</a>

### Graduate Certificate in Supply Chain Management

The goal of the Graduate Certificate in Supply Chain Management is to provide supervisors, managers, executives, and logistics professionals at all levels holding a bachelor's degree the opportunity to learn the tools and techniques used to achieve and ensure quality supply chain and logistics systems management. The focus is on presenting the analytical tools and management techniques that will allow logistics professionals to analyze, assess, and improve the efficiency of the supply chain and logistics processes within an organization. The certificate consists of a series of four graduate-level credit courses designed to provide graduates with the latest information and research available in supply chain management confirmed in practice in all types of organizations and industries.

Students must hold a bachelor's degree from an accredited institution.

### Course Requirements for the Graduate Certificate in Supply Chain Management: 16 Credits

#### Required Courses (12 Credits)

<b>LOG501 Managing the Supply Chain</b>	4 Credits	<a href="#">Description</a>
<b>LOG502 Managing the Global Logistics Chain</b>	4 Credits	<a href="#">Description</a>
<b>LOG503 Managing Logistics Operations</b>	4 Credits	<a href="#">Description</a>

**Elective Courses (4 Credits) - Please select one (1) course from the following**

<b>ITM501 Management Information Systems and Business Strategy</b>	4 Credits	<a href="#">Description</a>
<b>MGT501 Management and Organizational Behavior</b>	4 Credits	<a href="#">Description</a>
<b>MGT506 Strategic Leadership</b>	4 Credits	<a href="#">Description</a>
<b>OPM500 Operations Management for Managers</b>	4 Credits	<a href="#">Description</a>

**Graduate Certificate in Quality Management with Six-Sigma Black Belt**

The goal of the Graduate Certificate Quality Management is to provide administrators and practitioners holding a bachelor's degree the opportunity to learn the tools and techniques used to achieve and ensure high levels of quality management. The focus will be on presenting the technical and management tools that will allow quality management administrators to analyze, assess, incorporate and improve areas of the organization from a quality perspective. The certificate consists of a series of four graduate-level credit courses designed to provide students with current technical, policy and managerial quality practices, leadership, and management techniques in analyzing, developing, and implementing high quality management programs. The final course, QMT599, is an integrative project and provides students with the ability to integrate and achieve high quality management tools and procedures and qualify them for the Six Sigma Black Belt designation.

Students must hold a bachelor's degree from an accredited institution.

**Course Requirements for the Graduate Certificate in Quality Management - 16 Credits, 4 courses**
**Elective Courses (16 credits)**

<b>QMT501 - Introduction to Quality Management &amp; Six Sigma</b>	4 Credits	<a href="#">Description</a>
<b>QMT503 - Statistical Methods for Six Sigma and Quality</b>	4 Credits	<a href="#">Description</a>
<b>QMT509 - Advanced Design and Analysis Methods for Quality Assessment</b>	4 Credits	<a href="#">Description</a>
<b>QMT599 - Integrative Six-Sigma Black Belt Quality Management Project</b>	4 Credits	<a href="#">Description</a>

**Master of Science in Human Resource Management**

Human Resource professionals play an essential role in 21st century organizations, whose success is increasingly determined by the organization's ability to attract, retain, develop and reward top talent.





Human Resource professionals are valuable assets, expected to contribute to both the strategic direction and operational vision of the organization.

The Master of Science in Human Resource Management (MSHRM) degree is designed to provide graduates with the knowledge and skills needed to excel in careers in the large and growing human resources field. This degree provides students with a strong business background and an in-depth knowledge of the Human Resource Management discipline.

### **Program Learning Outcomes**

By the end of this MSHRM degree program, graduates should be able to:

1. Identify and apply appropriate quantitative metrics measurement and qualitative business models to:
  - a. Evaluate human resource management systems performance
  - b. Solve complex problems and ethical dilemmas in human resource management
2. Conduct library/internet research and critically evaluate information sources.
3. Demonstrate effective written and oral communications at all levels of the organization.
4. Analyze complex human resource situations, integrate ethical decision making and offer and evaluate alternative solutions to problems and decisions.
5. Evaluate metrics and other information representing diverse perspectives, conflicting evidence, competing interests and priorities and determine an ethical, optimal course of action.
6. Apply a strategic systems perspective to improve, integrate and align human resource management goals and objectives with the organization's overall strategic goals to add value.
7. Execute human resource management research by finding, collecting, measuring and evaluating human resource management systems data.
8. Apply up-to-date HRM systems, processes and procedures within all sizes of organizations.
9. Demonstrate the ability to assess cultural, international and/or global perspectives relating to the management of human resources.

The Master of Science in Human Resource Management program requires 44 semester credits to complete. Taking two courses per session students may complete this program in six sessions.

### **Admission Requirements**

Students seeking admission to the MSHRM program at Trident must provide a baccalaureate degree transcript from an accredited college or university and must also have a minimum GPA of 2.5 or better.

Students who have graduated from an accredited college or university with a GPA of less than 2.5 may be considered for admission on a conditional basis.

International students must have a minimum TOEFL of 525/197/71



## Transfer Policies

Trident may transfer up to 30% of the semester credits required to complete the specific Master's level program. The transferring course(s) must be from accredited graduate level institution(s); must meet the same general content standards as the Trident courses; and must have earned a Grade of "B" (3.0) or better.

**Students currently enrolled in the MBA Human Resource Management concentration may transfer to the MS in Human Resource Management degree program; however, students may not complete the MBA with a concentration including the Human Resource Management concentration and seek a second degree in the MS in Human Resource Management program. Students are urged to contact their academic advisor with any questions about transferring between programs.**

## Requirements for Graduation

To qualify for the MSHRM degree students must successfully fulfill both of the following requirements:

- Complete each required graduate course with a grade of "B-" (2.67) or better.
- Maintain an overall GPA of "B" (3.0) or better for all graduate level coursework applying toward the degree.

## Degree Requirements

### Required Courses (44 Credits)

Course	Credits	Prerequisite	Description
ETH501 - Business Ethics	4 Credits		<a href="#">Description</a>
MGT501 - Management and Organizational Behavior	4 Credits	ETH501	<a href="#">Description</a>
MGT509 - Human Resource Management	4 Credits	ETH501, MGT501	<a href="#">Description</a>
ACC501 - Accounting for Decision Making	4 Credits	ETH501	<a href="#">Description</a>
MGT511 - Advanced Topics in Human Resource Management	4 Credits	ETH501, MGT501, MGT509	<a href="#">Description</a>
MGT516 - Legal Implications in Human Resource	4 Credits	ETH501, MGT501, MGT509	<a href="#">Description</a>
HRM520 - Staffing, Performance Management & Training	4 Credits	ETH501, MGT501, MGT509, MGT516	<a href="#">Description</a>
HRM522 - Employment & Labor Relations	4 Credits	ETH501, MGT501, MGT509, MGT516	<a href="#">Description</a>
MKT501 - Strategic Marketing	4 Credits	ETH501	<a href="#">Description</a>



<b>HRM590 - Analytics, Metrics &amp; Problem Solving</b>	4 Credits	ETH501, MGT501, MGT509, ACC501, MGT516, HRM520, HRM522, MGT511	<a href="#">Description</a>
<b>HRM599 - Integrative Capstone</b>	4 Credits	All of the above courses: MGT501, ETH501, MGT509, ACC501, MGT516, MGT511, HRM520, HRM522, HRM590, and MKT501	<a href="#">Description</a>

## Doctor of Philosophy in Business Administration

The purpose of the Doctor of Philosophy in Business Administration program is to prepare students for the highest level of leadership in business and industry, to conduct and participate in research in the field of business administration and to teach business administration in colleges and universities. The graduate should be able to function at the entry level of university professorial track teaching or at the highest levels of organizational management; to demonstrate effective scholarly writing and presentation skills; to demonstrate a comprehensive background, understanding, and comprehension of all functional areas of business; to demonstrate the acquisition of advanced knowledge and comprehension including current developments in his/her area of specialty; to demonstrate the knowledge, comprehension, and application of advanced research skills; to demonstrate the ability to design, perform, compile, and successfully defend a doctoral level research dissertation; to demonstrate the ability to make contributions and publish in peer-reviewed business journals and/or present research in a professional conference; to demonstrate effective teaching in an academic business program (for those candidates who plan to enter an academic career).

### Admission Standards

All applicants to the PhD Programs at TUI require to possess the following:

1. Have an earned Master's degree from an accredited college or university with at least 30 graduate level semester credits.
2. Have a grade point average of 3.4 (on a 4.0 scale) on all work completed during the Master's degree. An official transcript of all prior academic work must be submitted.
3. Possess analytical and critical thinking skills sufficient to deal with the doctoral program. They must submit a sample of research oriented writing, or publication.
4. Possess writing and oral communication skills sufficient to conduct and deliver the results of meaningful research. Must submit an essay that includes current personal, intellectual and professional interests and why the student applies to the degree at TUI.
5. Submit a current Curriculum Vita.



6. Possess information technology skills sufficient to effectively participate in the TUI Ph.D. pedagogical model.
7. Possess Internet skills sufficient to effectively conduct research at a Ph.D. level.
8. Have successfully completed, with a grade of B or better, at least one course in Research Methods or Statistics at the Master's or higher level. If a student does not meet the research requirement, it can be met by successfully completing a Research Methods course from the TUI program with a grade of B or better. This course will be considered a prerequisite and not included in the total number of PhD course units required by the student's degree plan.

You may apply only once to the TUI PhD program, if denied no additional applications to the same program will be accepted.

### Transfer Policies

TUI accepts up to four semester credits of Doctoral level courses from accredited doctoral granting institutions provided the transferred course meets the same general content standards as the TUI course.

### Degree Requirements - Summary:

The Ph.D. at TUI is a post Master's degree consisting of 44 semester credit hours of coursework which may be completed in six sessions with a load of 2 courses (8 credits) per session. The program also consists of a research dissertation. Based on the nature of independent research being conducted by each student, the time needed to complete the dissertation will depend upon the individual student.

The Ph.D. curriculum has the following components:

1. Core Courses: All students are required to take five (5) research methods courses and two (2) required theory courses in the field of organizations. These courses provide the foundation for the elective courses which students may pursue in their specialized concentrations. All courses are valued at four (4) semester credits. The last course taken prior to the dissertation series is the required DBA699- Dissertation Proposal Seminar.
2. Concentration Courses: Students may select from a variety of courses to complete their degree plans with 4 elective courses. These courses are generally in the area of the research concentration the student will pursue.
3. Qualifying Exam: The qualifying exam must be taken and passed by PhD students before they can enter the DBA699 Course which focuses on the dissertation preparation. The qualifying exam consists of two sections: written section and oral section. Upon successfully passing the written section, students are eligible to take the oral section. If students fail the written exam, they are not able to take the oral portion of the exam. If students fail the oral examination, they must repeat the qualifying exam and successfully pass both sections before being allowed to move to the dissertation seminar. Students may



only take the qualifying examination twice, that is, they must pass the exam on the 2nd attempt or they will not be able to continue to the dissertation phase of the program.

4. Dissertation: Students demonstrate a synthesis of their doctoral study, knowledge and scholarship with a significant quantitative research project that contributes to general principles of knowledge in the field(s) potentially impacted by the research. Following the completion of the course work including the Dissertation Proposal Seminar (DBA 699), students will continue to work on the dissertation and register for subsequent sessions to DBA 700, 701, 702... The 700 series courses will appear in a separate section on the student's transcript dedicated to the dissertation.

### Degree Requirements - Summary:

- Completion of 28 semester credit of core courses\*
- Completion of 16 semester credit of elective courses\*
- Successful completion of both oral and written Comprehensive exam
- Successful completion of the Dissertation Seminar /Prospectus (DBA699)
- Successful defense of the dissertation proposal
- Successful defense of the Ph.D. dissertation, and approval of the Dissertation Committee and Program Director.

\* Students in the doctoral degree programs must complete each doctoral course with a grade of "B" (3.0) or better and maintain a cumulative GPA of 3.0 (B) or better for all courses applying toward the degree.

### Required Courses (28 Credits)

<b>ORG601 Organizational Studies I</b>	4 Credits	<a href="#">Description</a>
<b>ORG602 Organizational Studies II</b>	4 Credits	<a href="#">Description</a>
<b>RES600 Introductory Data Analysis</b>	4 Credits	<a href="#">Description</a>
<b>RES601 Research Design and Fieldwork</b>	4 Credits	<a href="#">Description</a>
<b>RES603 Advanced Data Management and Analysis</b>	4 Credits	<a href="#">Description</a>
<b>RES620 Current Research in Business and Management</b>	4 Credits	<a href="#">Description</a>
<b>DBA699 Dissertation Proposal Seminar*</b> <i>(Capstone must be taken in final session)</i>	4 Credits	<a href="#">Description</a>
<b>RES699 Special Topics in Dissertation Reading and Research**</b> <i>(enrollment by permission only)</i>	4 Credits	<a href="#">Description</a>



<b>DBA 700 through 711 – Dissertation Continuation</b>	4 Credits	<a href="#">Description</a>
<b>DBA 712 and above – Dissertation Continuation</b>	4 Credits	<a href="#">Description</a>

\*Must successfully pass the written and oral sections of the qualifying exam before being allowed to enroll in DBA699.

\*\*Students who fail the qualifying exam may take additional elective coursework such as RES 699. Additional coursework is not required; however, this option is available for students who wish to receive additional guidance in preparing for the qualifying exam.

### **Elective Courses (16 Credits)**

Choose one of the following concentrations and complete four courses. (In most cases you will have some required courses and others that are electives in each concentration. You must have 4 courses in the concentration). That concentration will be listed on the diploma and transcript. Alternatively, you may complete any four PhD. In this case, there will be no concentration and none will be listed on either the diploma or transcript.

## **Concentrations**

### **Accounting / Finance**

The Accounting and Finance cluster of PhD-level courses is designed for students who possess a solid background in the field of finance/accounting/economics and have taken several graduate level courses in both accounting and finance.

### **Program Learning Outcomes**

The overall objectives of the concentration are to prepare students to be able to:

1. Function at the entry level of university professorial track teaching in the field of Business Administration with emphasis in the areas of finance and accounting
2. Demonstrate effective scholarly writing and presentation skills in the field of Business Administration with an emphasis in the areas of finance and accounting
3. Demonstrate a comprehensive background, understanding, and comprehension of organizational studies as well as the functional areas of finance and accounting
4. Demonstrate the acquisition of advanced knowledge and comprehension including current developments in the areas of finance and accounting
5. Demonstrate the knowledge, comprehension, and application of advanced research skills in the field of business with an emphasis in the areas of finance and accounting



6. Demonstrate the ability to design, perform, compile, and successfully defend a doctoral level research dissertation in the field of business administration with emphasis in finance and accounting
7. Demonstrate the ability to make contributions and publish in peer-reviewed business journals and/or present research at a professional conference emphasizing the finance and accounting areas of business

**Students must successfully complete 4 of the following 5 courses in order to obtain a concentration in Accounting and Finance:**

<b>ACC601 - Financial/Managerial/Behavioral Accounting (<i>Required</i>)</b>	4 Credits	<a href="#">Description</a>
<b>ACC699 - Special Topics in Accounting (<i>Required for Accounting emphasis</i>)</b>	4 Credits	<a href="#">Description</a>
<b>FIN601 - Studies in Corporate Finance (<i>Required</i>)</b>	4 Credits	<a href="#">Description</a>
<b>FIN699 - Special Topics in Finance (<i>Required for Finance emphasis</i>)</b>	4 Credits	<a href="#">Description</a>
<b>RES610 - Advanced Multivariate Data Analysis (<i>Optional</i>)</b>	4 Credits	<a href="#">Description</a>

#### **Information Systems / Information Technology Management**

##### **Program Learning Outcomes**

Within the field of Information Systems & Information Technology Management, the graduate should be able to:

1. Function at the entry level of university professorial track teaching in the field of Business Administration with emphasis in the area of information technology management
2. Demonstrate effective scholarly writing and presentation skills in the field of Business Administration with an emphasis in the area of information technology management
3. Demonstrate a comprehensive background, understanding, and comprehension of organizational studies as well as the area of information technology management
4. Demonstrate the acquisition of advanced knowledge and comprehension including current developments in the area of information technology management
5. Demonstrate the knowledge, comprehension, and application of advanced research skills in the field of business with an emphasis in the area of information technology management
6. Demonstrate the ability to design, perform, compile, and successfully defend a doctoral level research dissertation in the field of business administration with emphasis in information technology management

7. Demonstrate the ability to make contributions and publish in peer-reviewed business journals and/or present research at a professional conference emphasizing the information technology management area of business

**Students must successfully complete the following courses in order to obtain a concentration in Information Systems/Information Technology Management:**

<b>ITM603 - Foundations of Information Systems (Required)</b>	4 Credits	<a href="#">Description</a>
<b>ITM604 - Seminar in Information Systems (Required)</b>	4 Credits	<a href="#">Description</a>
<b>ITM699 - Special Topics in Information Systems (Required)</b>	4 Credits	<a href="#">Description</a>
<b>RES610 - Advanced Multivariate Data Analysis (required)</b>	4 Credits	<a href="#">Description</a>

### **Management / Organizations**

#### **Program Learning Outcomes**

The overall objectives of the concentration are to prepare students to be able to:

1. Function at the entry level of university professorial track teaching in the field of Business Administration with emphasis in the areas of management and organizations
2. Demonstrate effective scholarly writing and presentation skills in the field of Business Administration with an emphasis in the areas of management and organizations
3. Demonstrate a comprehensive background, understanding, and comprehension of organizational studies and management
4. Demonstrate the acquisition of advanced knowledge and comprehension including current developments in the areas of management and organizations
5. Demonstrate the knowledge, comprehension, and application of advanced research skills in the field of business with an emphasis in the areas of management and organizations
6. Demonstrate the ability to design, perform, compile, and successfully defend a doctoral level research dissertation in the field of business administration with emphasis in management and organizations
7. Demonstrate the ability to make contributions and publish in peer-reviewed business journals and/or present research at a professional conference emphasizing management and organizations

**Students must successfully complete the following courses in order to obtain a concentration in Management / Organizations:**



<b>MGT607 - Strategic Management (Required)</b>	4 Credits	<a href="#">Description</a>
<b>MGT699 - Advanced Topics in Management Research (Required)</b>	4 Credits	<a href="#">Description</a>
<b>ORG605 - Organizational Change (Required)</b>	4 Credits	<a href="#">Description</a>
<b>RES610 - Advanced Multivariate Data Analysis (required)</b>	4 Credits	<a href="#">Description</a>

### Marketing

The courses comprising the PhD concentration in Marketing are designed for students who have taken several graduate level courses in Marketing and who possess a solid background in the subject.

### Program Learning Outcomes

The overall objectives of the concentration are to prepare students to be able to:

1. Function at the entry level of university professorial track teaching in the field of Business Administration with emphasis in the area of marketing
2. Demonstrate effective scholarly writing and presentation skills in the field of Business Administration with an emphasis in the area of marketing
3. Demonstrate a comprehensive background, understanding, and comprehension of organizational studies as well as the functional area of marketing
4. Demonstrate the acquisition of advanced knowledge and comprehension including current developments in the area of marketing
5. Demonstrate the knowledge, comprehension, and application of advanced research skills in the field of business with an emphasis in the area of marketing
6. Demonstrate the ability to design, perform, compile, and successfully defend a doctoral level research dissertation in the field of business administration with emphasis in marketing
7. Demonstrate the ability to make contributions and publish in peer-reviewed business journals and/or present research at a professional conference emphasizing the marketing area of business.

**Students must successfully complete the following courses in order to obtain a concentration in Marketing:**

<b>MKT601 - Marketing Management Strategy (Required)</b>	4 Credits	<a href="#">Description</a>
<b>MKT604 - Buyer Decision-Making and Behavior (Required)</b>	4 Credits	<a href="#">Description</a>
<b>MKT699 - Special Topics in Marketing (Required)</b>	4 Credits	<a href="#">Description</a>
<b>RES610 - Advanced Multivariate Data Analysis (required)</b>	4 Credits	<a href="#">Description</a>





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