

SCHOOL OF BUSINESS & INNOVATION

Online Degree Programs

- Business Administration (MBA - Online) (<https://catalog.cornerstone.edu/graduate/business-innovation/mba/>)
- Doctor of Education (EdD - Online) (<https://catalog.cornerstone.edu/graduate/business-innovation/edd/>)
- Master of Public Administration (MPA - Online) (<https://catalog.cornerstone.edu/graduate/business-innovation/master-public-administration/>)
- Organizational Leadership (MA - Online) (<https://catalog.cornerstone.edu/graduate/business-innovation/organizational-leadership-ma/>)

Accounting (ACC)

ACC-525 ACCOUNTING FOR DECISION MAKING (3 Credits)

An examination of contemporary accounting issues for managers, such as principles, techniques and uses of accounting in the planning and decision making of organizations. The use of information technology plays a key role in this course. Areas of emphasis include the budgetary process, performance evaluation techniques, product costing methods, constraint management and ethics.

Prerequisite: None

Business (BUS)

BUS-503 ETHICS, VALUES & SOCIAL RESPON. (3 Credits)

A theoretical and practical overview of ethics theory, values formation and ethical decision making within the context of management and leadership. Ethics and values are presented from a Judeo-Christian perspective with emphasis on workable models for ethical decision-making and social responsibility at both the professional and personal level

Prerequisite: None

BUS-504 ETHICAL/LEGAL/REGULATORY ISSUES FOR HEALTHCARE ADMINISTRATORS (3 Credits)

A study of the historical and current views of ethics and regulations of health care delivery and the impact of the regulatory environment on availability of services. Students examine principles and practical applications of ethics and laws that affect operational decisions of health care providers, health plans, third-party payers and managers. Additional topics include a discussion of the for-profit and not-for-profit delivery models

Prerequisite: None

BUS-505 RESEARCH METHODS (3 Credits)

An examination of research methods available for the 21st century organization and statistical concepts useful for data-driven decision making. Focus is placed on the systematic process of collecting, analyzing and interpreting research articles and data to answer a specific research question. The course will also introduce students to basic descriptive and inferential statistical tools within the context of a business related problem.

Prerequisite: None

BUS-507 QUANTITATIVE ANALYSIS (3 Credits)

A study of quantitative techniques useful in business decision-making. Topics include research design, data collection, exploratory analysis, descriptive statistics, and inferential statistics: t-tests, analysis of variance, correlation, regression, and chi-square analysis.

Prerequisite: TAKE BUS-505.

BUS-509 INTERNATIONAL BUS. PRACTICES (3 Credits)

An examination of the environmental and cultural issues facing global organizations. Emphasis is given to global business operations and processes in practice. Additional issues covered include allocation of global resources, theoretical foundations surrounding global trade and financial management, and the challenges and opportunities of developing strategies for the global organization.

Prerequisite: None

BUS-511 GLOBAL BUSINESS EXPERIENCE (3 Credits)

An examination of opportunities and conflicts facing global business and/or health care. Topics explored include elements of culture, changes in the global business and/or health care environment, as well as the effects of education, religion, customs and values on international business and/or health care organizations. The self-directed study is fulfilled by participation in an overseas trip.

Prerequisite: None

BUS-516 GLOBAL BUSINESS LEADERSHIP (3 Credits)

Global Business Leadership will allow students to comprehend, apply, synthesize, analyze and evaluate concepts, models, theories and ideas related to the complexities of cultural differences within a globalized business environment. Topics will include cultural differences, cultural intelligences, the effects of culture on ethical decision-making, and Hofstede's classic model and typology of national cultures, along with critiques of this model, critiques of cultural intelligence, and what empirical research indicates about solving business problems in a multi-cultural, multi-ethnic, multi-religions society, both in the United States and internationally.

Prerequisite: None

BUS-530 FUNDAMENTALS OF PROJECT MANAGEMENT (3 Credits)

An exploration of the framework and fundamental methodologies of project management. Topics include foundational concepts such as requirements gathering, scope management, change control and time management, as well as an introduction to common tools, techniques and the process required to become a certified Project Manager.

Prerequisite: None

BUS-531 COST, QUALITY & TEAM MANAGEMENT (3 Credits)

An exploration of a variety of project management principle necessary to manage the resources of a project. Specific topics include project budgeting, cost estimation and control, quality assurance and control, acquiring, developing, and managing a project team, conflict management and negotiation skills.

Prerequisite: TAKE BUS530 PRIOR TO BUS531.

BUS-532 COMMUNICATION & RISK MANAGEMENT (3 Credits)

A study of the principles of effective communication, including managing risks, issues and stakeholder expectations. Topics include the methodology for identifying, measuring and responding to risks and issues, as well as the professional and social responsibilities of project management.

Prerequisite: TAKE BUS530 AND BUS531 PRIOR TO TAKING BUS532.

BUS-661 BUSINESS LAW FOR ORGANIZATIONAL LEADERS (3 Credits)

An examination of the legal environment and its effect on business decisions and operations. Contracts, commercial and consumer law, and ethical awareness in corporate life are studied, along with guidelines for executive actions that produce a moral organizational culture.

Prerequisite: None

Design Thinking & Innovation (DES)**DES-511 CREATIVE HABITS (3 Credits)**

A survey of the habits of professional creatives and the barriers they face in creating work that is novel, feasible, and useful. Topics include creative emergence, creative habits, and resistance, with an emphasis in developing a philosophy of the creative life.

Prerequisite: None

DES-513 DESIGN THINKING & HUMAN CENTERED DESIGN (3 Credits)

A hands-on introductory exploration of the collaborative design tools of Design Thinking and Human-Centered Design. Topics include exploring and practicing the individual steps for each tool and understanding when and how to apply each tool in real-world examples and through case studies.

Prerequisite: None

DES-521 TEAM & GROUP DYNAMICS FOR DESIGN (3 Credits)

A theoretical and practical overview of team and group dynamics, conflict resolution theories, empathy skills, and co-creation frameworks. Group dynamics and conflict resolution are presented in a biblical framework with emphasis on honoring team member calling and gifts and love of neighbor in communication and collaboration. The course will also introduce students to introductory empathy tools and leading a team in co-creation.

Prerequisite: None

DES-523 SERVICE DESIGN & INNOVATION (3 Credits)

A hands-on intermediate exploration of the collaborative design tools of Design Thinking and Human-Centered Design, and an introduction to Service Design. Topics include exploring and practicing the individual steps for each tool and understanding when and how to apply each tool in real-world examples and through case studies.

Prerequisite: None

DES-615 PROJECT MANAGING THE DESIGN/INOV PROC I (3 Credits)

In this course, students identify a project in their work environment or other area of interest for which they would like to create new solutions and innovation through collaborative design. Students complete a project proposal, collaborative design process, and end-of-course reflection under the guidance of a faculty member.

Prerequisite: None

DES-625 PROJECT MANAGING DES/INNO PROCESS II (3 Credits)

In this course, students identify a project in their work environment or other area of interest for which they would like to create new solutions and innovation through collaborative design. Students complete a project proposal, collaborative design process, and end-of-course reflection under the guidance of a faculty member.

Prerequisite: None

DES-630 COLLABORATIVE DESIGN APPLIED (3 Credits)

A capstone designed for students to synthesize information received throughout the design program, create a plan for applying collaborative design in their workplace or area of interest, and write a real-world case study. Emphasis will be placed on personal integration of collaborative design principles and reflection on how to apply biblical principles of leadership and ethics to innovation processes. Pre-requisites: all other DES courses.

Prerequisite: None

Economics (ECN)**ECN-513 GLOBAL ECONOMIC ENVIRON. (3 Credits)**

A focus on the global economic environment as a basis for decision making within a global business. Topics include the impact of globalization on the economies of the United States, Europe, Asia and other world economies, exchange rate theory and political regimes.

Prerequisite: TAKE ECN530 BEFORE ECN513.

ECN-530 ECONOMICS (3 Credits)

A study of the decision-making skills necessary for managers and entrepreneurs in the context of the macroeconomic environment and the application of microeconomic price theory as it pertains to human capital issues. Readings include essays by several Nobel prize-winning economists. Further, the course challenges students to develop a Christ-centered worldview regarding economic issues pertinent to managers.

Prerequisite: None

Organizational Leadership and Development (EDL)**EDL-900 DOCTORAL STUDIES SEMINAR (4 Credits)**

This course provides an orientation to the Ed.D. program and the expectations and requirements for doctoral study. Learners will focus on and enhance their library research and academic writing skills. Emphasis will be given to organizational behavior and development issues that lead to problem formation and solution development by synthesizing theory-based, practical research. Important and current leadership issues and management dilemmas will be emphasized so that learners can connect academic writing and research to problem-solving within organizations. Special emphasis will be given to finding potential issues within a student's vocational context that will lead to the doctoral program's culminating capstone project. The first residency requirement will occur and be met upon successful completion of this course.

Prerequisite: None

EDL-901 ORG BEHAVIOR, THEORY & LEADERSHIP (4 Credits)

This course presents an overview of seminal leadership concepts and theories with an emphasis on their applications within 21st century organizations. Special emphasis will be given to individual differences at work, motivation, and the role of personality in leadership style, as well as the influence of work environment, teamwork, and social behavior on decision-making, communication and leadership effectiveness within organizations.

Prerequisite: EDL-900

EDL-902 LEGAL ISSUES, POLICY, LEADERSHIP, ETHIC (4 Credits)

This course will highlight the role of specific ethical theories for organizational decision making in legal and financial matters. Course content will also focus on legal issues such as constitutional, statutory, and case law concerning public and private organizations, as well as finance competencies such as analyzing financial issues and developing financial strategies. Special attention will be given to developing organizational policies, financial planning, budgeting, and resource development.

Prerequisite: None

EDL-903 LEADERSHIP, HR MGT & DIVERSITY (4 Credits)

This course will emphasize relevant employment law issues for leaders and organizations within the context of human resources leadership. Central to this focus, learners will understand the legal foundation for diversity but also understand how cognitive diversity within organizations improves decision-making and organizational performance. This course examines the legal and regulatory aspects of HR and diversity, but will also highlight theoretical, research-based, and practical information related to employee and organizational development, staffing, recruitment, selection, training, and other key features of human resources administration, management, and leadership. A major emphasis in the course will be structuring the HR function as a strategic component of organizational leadership and development.

Prerequisite: EDL-900

EDL-904 ORGAN PLANNING, ASSESSMENT, QUAL IMPROV (4 Credits)

This course examines strategic thinking and planning to maximize organizational value, improve decision-making, and enhance leadership. Learners will comprehend and be able to apply concepts and information related to program quality and assessment. The course will emphasize specific planning models and actionable decisions made by leadership to set and implement an intentional direction for organizations in a way that also recognizes the need for reactive, emergent planning strategies. The course will include current systems for ensuring quality and establishing accountability.

Prerequisite: EDL-905

EDL-905 ORGANIZATION GOVERNANCE STRATEGY (4 Credits)

This course examines the basic structural forms and functions of organizational governance with an emphasis on the external and internal stakeholder constituent forces which shape organizational life. Systems thinking is used in conceptualizing all relationships including the tensions inherent between the external stakeholders, the Board of Directors, senior leadership, structures of governance, standards of monitoring system performance and organizational culture. Multiple models of behavioral understanding are offered, providing the student with a framework to observe, analyze, synthesize and have the capacity to take appropriate action regarding the functioning of an organization in multiple forms. Particular focus is given to strategic governance systems including governing and advisory board development and communication, along with issues in recruiting, selecting and evaluating boards.

Prerequisite: RES-910

EDL-906 ORGANIZATIONAL FINANCE & RESOURCE MGT (4 Credits)

This course will highlight the role of specific ethical theories for organizational decision making in legal and financial matters. Course content will also focus on legal issues such as constitutional, statutory, and case law concerning public and private organizations, as well as finance competencies such as analyzing financial issues and developing financial strategies. Special attention will be given to developing organizational policies, financial planning, budgeting, and resource development.

Prerequisite: EDL-904

EDL-907 ORGANIZATION MARKETING & COMMUNICATION (4 Credits)

This course explores marketing and public relations as activities that create value for clients, customers and stakeholders. This course will examine competitive advantage, branding, and market orientation in traditional marketing structures in addition to the opportunities and issues associated with social media. The course will also emphasize role judgment, emotions, and choice play in consumer behavior with an emphasis on theory-informed research from behavioral economics that apply to individual and group decision-making along with practical marketing and communication strategies to increase an organization's viability in the marketplace.

Prerequisite: EDL-906

EDL-908 ORG CULTURE & CHANGE MGT (4 Credits)

This course includes an overview of change theories, concepts and models with a focus on understanding organizational and international culture and how proactive, deliberate strategies along with reactive, emergent strategies shape organizational functions and behavior. Learners in this course will comprehend how climate and culture influence structure, organization and behavior and how change can be understood and managed to produce sustainable competitive advantages for companies and organizations. The course will emphasize practical tools and strategies that can be implemented across organizations.

Prerequisite: RES-915

EDL-909 ADULT LEARNING IN ORGANIZATIONAL CONTEX (4 Credits)

This class introduces students to theories of adult learning and development relevant to organizational contexts. Students will analyze formal, informal, and nonformal modes of learning and consider best practices for training, teaching, and developing adults in a variety of organizational contexts.

Prerequisite: Take EDL-900

EDL-910 ORGANIZATIONAL ETHICS, LAW & FINANCE (3 Credits)

This course will highlight the role of specific ethical theories for organizational decision making in legal and financial matters. Course content will also focus on legal issues such as constitutional, statutory, and case law concerning public and private organizations, as well as finance competencies such as analyzing financial issues and developing financial strategies. Special attention will be given to developing organizational policies, financial planning, budgeting, and resource development.

Prerequisite: Take EDL-905

EDL-911 ETHICAL & LEGAL FRAMWORK FOR LEADERSHIP (4 Credits)

This course will explore the relevant legal and ethical issues in business leadership as well as the relevant theories and models that inform how they are addressed. Examining these issues using relevant court cases and other pertinent examples provides students with the ability to apply legal, ethical and theological principles in firms that operate in for profit, non-profit, public and private as well as local and international contexts.

Prerequisite: RES-905

Finance (FIN)**FIN-643 MANAGERIAL FINANCE (3 Credits)**

A study of essential concepts of financial management including working capital management, capital budgeting, capital structures, planning, time value of money and dividend policy.

Prerequisite: TAKE ACC-525

FIN-644 BUDGETING & FINANCIAL RESOURCE MGMT (3 Credits)

A study of the key accounting and finance principles that provide managers with a better understanding of the financial aspects of organizations. Topics include interpretation and analysis of financial statements, budgeting, time value of money and investment alternatives.

Prerequisite: None

FIN-645 ADV MANAGERIAL FINANCE (3 Credits)

An exploration of advanced methods and techniques important to the financial success of an organization. Topics include cash management, capitalization issues, risk management, ethical and legal issues in financial decision-making and approaches to financial planning. Students learn to assess the financial operations and positions of an organization using various analysis methods.

Prerequisite: TAKE ACC525 AND FIN-643 AS PREREQUISITES FOR FIN645.

FIN-646 GLOBAL FINANCE (3 Credits)

A study of crucial concepts and tools to strategically manage international financial activities. Students will develop an understanding of policy issues affecting international trade and finance. Other topics covered include the role and impact of international trade policies on the global economy and financial markets, currency markets, international financial systems and management and macroeconomic policies.

Prerequisite: TAKE ACC525, FIN643 AND FIN645 AS PREREQUISITES OF FIN646.

FIN-647 ENTREPRENEURIAL FINANCE (3 Credits)

An introduction to current thinking in the areas of valuation, real options such as mergers and acquisitions, and the economics of contracts to a new venture decision. Topics include investment analysis, financing the entrepreneurial firm, harvesting, the role of angel investors, incubators, venture capital and financial contracts.

Prerequisite: TAKE ACC525, FIN 643, FIN645 AND FIN-646 AS PREREQUISITES FOR FIN647.

Management (MGT)**MGT-531 ORGANIZATIONAL BEHAVIOR & CHANGE (3 Credits)**

The study of the behavior of individuals and teams within organizations based on current management theory. Emphasis is given to understanding, predicting, motivating and changing work-related behaviors in organizations. Key topics include organizational structure, understanding culture, power, diversity, leadership and communication within the organization.

Prerequisite: None

MGT-532 ORGANIZATIONAL LEADERSHIP (3 Credits)

A survey of current literature on the topic of leadership. A foundation of research and theory is laid to form the context for more specific topical study throughout the program. Special emphasis is placed on the knowledge, skills, attitudes and values in servant leadership.

Prerequisite: None

MGT-534 THEORY & QUALITY OUTCOMES MGT (3 Credits)

A study of lean quality management principles, theories and application to the health care environment. Focusing on managing health care quality, safety and outcomes, the course emphasizes the use of tools and techniques to manage and lead quality improvements and drive successful clinical outcomes.

Prerequisite: None

MGT-536 MANAGING AND MAXIMIZING DIVERSITY (3 Credits)

A study of the knowledge and skills necessary to manage and maximize the potential of an increasingly diverse workforce. Emphasis is placed on the benefits of a systematic and systemic approach to assessment, measurement, design and implementation of a sustainable diversity initiative. Students identify values and beliefs about people who are different from themselves and develop specific leadership strategies for managing a diverse workforce.

Prerequisite: None

MGT-539 ENTREPRENEURSHIP/INNOVATION (3 Credits)

A focused study of the tools needed in identifying and capitalizing on entrepreneurial business opportunities, methods for managing those opportunities and critical thinking skills needed for innovation and growth. Students work with a team to design an entrepreneurial venture. Additional topics include stimulating new ideas, managing innovative ideas, adapting to change and individual and group roles in the creative process.

Prerequisite: None

MGT-540 ORGANIZATIONAL LEADERSHIP CAPSTONE (3 Credits)

An opportunity for students to synthesize information received throughout the degree program, create a leadership development plan for immediate and future use, and assess the impact of their personality and emotional intelligence (EI) on leadership performance. A distinctive feature of this class will be an assessment geared toward identifying each student's EI and a coaching session with a certified EI coach who will help the students identify leadership strengths and opportunities for growth. Prerequisites: All previous courses.

Prerequisite: None

MGT-542 ORGANIZATIONAL DECISION MAKING (3 Credits)

An opportunity to explore decision-making models within organizations for the purpose of improving problem-solving and individual performance within the context of working with, supervising and leading others. A specific emphasis in this course is on biases, unconscious judgments, cognitive blind spots and other limitations that mediate, moderate or impede effective decision-making within personal and professional contexts. Research, theories and models are presented to help improve organizational decision-making.

Prerequisite: None

MGT-543 TEAM LEADERSHIP & CONFLICT MANAGEMENT (3 Credits)

A course with an emphasis on research, theories and models that help learners understand and more effectively use strategies for improved leadership within a team-based context. Because it is inextricably tied to the challenges of working in teams, interpersonal conflict is investigated as part of the necessary leadership behavior that comes from working with and for others in addition to supervising and managing people and projects. Practical strategies are emphasized for improving leadership and conflict management.

Prerequisite: None

MGT-544 ORGANIZATIONAL CULTURE & VALUES (3 Credits)

An exploration of the strategic process involved in garnering senior leader ownership, accountability and buy-in developing sustainable organizational culture and values programs. Topics include organizational assessment, values alignment, marketing, training, and sustainability. Emphasis is given to theories, models, and methods for aligning culture to the organizational mission and vision.

Prerequisite: None

MGT-551 FOUND AND GOVERNANCE IN SPORT MGT (3 Credits)

This course will provide a fundamental framework for sport management by examining how governance issues provide oversight and control in secondary, collegiate, and professional sports. It will further examine this governance and its impact on the development, structures, and functions of sport related organizations.

Prerequisite: None

MGT-553 SPORT LAW (3 Credits)

This course will explore the foundational knowledge in law and sport as a strategic tool to understand critical topics ranging from contract law, negotiations, negligence, risk identification, mitigation, and constitutional protection for the sport management professional.

Prerequisite: None

MGT-555 ETHICS IN SPORT (3 Credits)

This course will investigate ethics as it relates to the context of sport. It will include a critical exploration of a myriad of ethical arenas in sport such as fair play, Title IX, the use of performance enhancing drugs, gambling, and sport agents.

Prerequisite: None

MGT-557 SPORT MARKETING (3 Credits)

Includes promotions, sales, fundraising, advertising, branding and sponsorship. Strategies need to be created for individuals, teams and/or events, depending on the marketing needs and projections.

Prerequisite: None

MGT-559 SPORT COMMUNICATIONS (3 Credits)

This course will explore the communication landscape in the sport industry. This includes fostering two-way communication with key stakeholders across a wide berth of platforms. This communication includes, but is not limited to social media, all aspects of media guides, press releases, websites, statistical archives, record keeping and game-day obligations.

Prerequisite: None

MGT-561 SPORT OPERATIONS (3 Credits)

This course will explore event and venue operations ranging from single to multi-day events. Focus will include strategic planning, situational analysis, emergency and risk management, execution and controlling of the operational functions by sport management professionals.

Prerequisite: None

MGT-635 HUMAN RESOURCE ANALYTICS (3 Credits)

Exploration and application of core Human Resources business metrics, how they are measured, and how they support business strategy. Students will learn how to create key performance indicators, use regression analysis to identify impact areas, and develop strategic planning outcomes.

Prerequisite: None

MGT-638 HUMAN RESOURCE LEADERSHIP (3 Credits)

A focus on current issues in the field of human resource management emphasizing legal issues, career development, job definition and job qualification. Labor/management conflict from behavioral and institutional viewpoints is also examined.

Prerequisite: None

MGT-639 STRATEGIC LEADERSHIP (3 Credits)

An in-depth analysis and evaluation of corporate and business strategies. Students are expected to demonstrate that they have the ability to integrate the various disciplines in the program and practical management experience for the purpose of solving a management and leadership problem through case analysis and critique. Topics include crafting an executive strategy, managing diversification, global market competition and analysis of resources and competitive position.

Prerequisite: None

MGT-640 EMPLOYMENT DEVELOPMENT/PERFORMANCE MGMT (3 Credits)

An extension of information presented in the human resource course. This course focuses on supervisory responsibilities of developing employees through the entire performance management process, which includes coaching and caring for others, developing those for whom one is responsible, and utilizing an appraisal process that includes feedback, expectations and evaluation. The role of feedback, listening and humble inquiry are emphasized. Complications in employee development and performance management are highlighted as are practical strategies for effectively carrying out these functions from a supervisory perspective.

Prerequisite: None

MGT-642 SPORT MANAGEMENT APPLIED (3 Credits)

A capstone that is designed for students to synthesize information received throughout the sport management program. Students will create a plan for applying best practices to a specific scenario within the sport context. Once that plan is established, they will develop a realistic and pragmatic solution that will incorporate the integration of theory and practice within the sport industry. Further, the application of biblical principles of leadership and ethics to the sport industry will be included.

Prerequisites: All prior courses in the program.

Prerequisite: None

MGT-644 ORGANIZATIONAL CONSULTING (3 Credits)

A focus on the critical role of Human Resources leaders as organizational development and change management consultants within their organizations. As an extension of information presented in the Organizational Behavior & Change course, students will use organizational development theories and models to assess, develop, and facilitate strategic solutions. Students will explore the role of curiosity, open-ended questions, and diagnostic inquiry in ensuring clarity and focus on the right issues. Emphasis will be given to developing both qualitative and quantitative tools to measure outcomes. An experiential learning project will be required as part of this course.

Prerequisite: None

MGT-697 APPLIED HEALTHCARE PROJECT (3 Credits)

A project-based capstone course in which the student will demonstrate the ability to integrate health care education and practical experience by selecting a problem of practice at work and implementing a plan for improvement and/or action research or a program evaluation to solve the problem or improve the issue.

Prerequisite: TAKE MGT534, BUS504 AND MGT693.

Marketing (MKT)**MKT-515 STRATEGIC MARKETING MANAGEMENT (3 Credits)**

An introduction to marketing management concepts, including the theory of service dominant logic, brand and product management, customer relationship management strategy, marketing leadership and decision making.

Prerequisite: None

MKT-517 MARKETING ETHICS (3 Credits)

Students will have the opportunity to wrestle through hot button issues in marketing, analyze complex situations with data privacy, customer security, phishing, etc., with an intentional Christian worldview focus.

Prerequisite: None

MKT-520 PROFESSIONAL SALES MGMT (3 Credits)

Students will explore the sales funnel concept, and learn about needs analysis tools, and practice sales skills, such as pitching and presenting, active listening, and effective communication.

Prerequisite: None

MKT-522 DIGITAL MARKETING (3 Credits)

Exploration and application of the digital marketing arena, including SEO/SEM, website design & management, email marketing, customer journey & retargeting, social media marketing, certification & simulation.

Prerequisite: None

MKT-611 MARKETING ANALYTICS (3 Credits)

Critical knowledge and application regarding marketing data analytics. Topics include cleaning data integration, cluster analysis, A/B testing, budgeting decisions, and report analysis.

Prerequisite: MKT-613

MKT-613 CONSUMER BEHAVIOR (3 Credits)

A hands-on approach to understanding the individual decision-making model using a student simulation. Exposure to the process of influencing purchase decisions, conducting focus groups, retooling marketing for a new target market, developing personality trait quizzes, and building buyer personas while aligning spending and resources to the decision-making model.

Prerequisite: MKT-522

MKT-625 STRATEGIC MARKETING APPLIED (3 Credits)

A capstone designed for students to synthesize information received throughout the marketing program, create a plan for applying best practices in their workplace or area of interest, and develop a relevant project or implementation plan. Emphasis will be placed on integration of theory and practice and application of biblical principles of leadership and ethics to the marketing industry.

Prerequisite: None

MKT-651 MARKETING STRATEGIES (3 Credits)

A case-method course using real marketing issues as a means to learn how to synthesize marketing fundamentals into effective and practical solutions.

Prerequisite: None

Nonprofit Leadership (NPL)**NPL-501 NONPROFIT STRATEGIC LEADERSHIP (3 Credits)**

This course explores the theories and practice of nonprofit leadership. Topics include strategies for improved leadership within a team-based context, managing interpersonal conflict, and effective mission-based strategy.

Prerequisite: None

NPL-503 MARKETING & OUTREACH (3 Credits)

This course focuses on marketing strategies and principles necessary for nonprofit growth in today's economy. Emphasis will be placed on developing a marketing strategy, brand development, collaborative partnerships and digital communications.

Prerequisite: None

NPL-505 HUMAN RESOURCE MANAGEMENT (3 Credits)

A survey course that examines the concepts and practices of human resource management. Topics include recruitment, training and development, compensation, managing volunteers, and employee relations.

Prerequisite: None

NPL-601 FINANCIAL MANAGEMENT (3 Credits)

A study of the key accounting and finance principles that provide leaders with a better understanding of the financial aspects of organizations. Topics include interpretation and analysis of financial statements, budgeting, time value of money and financial planning.

Prerequisite: None

NPL-603 ADVANCEMENT & FUNDRAISING (3 Credits)

This course covers the principles and best practices of fundraising including fundraising strategy and sources of funds. It will also consider the importance of donor relations, confidentiality, and legal and ethical considerations in fundraising.

Prerequisite: None

NPL-607 GOVERNANCE: BOARDS & STRUCTURES (3 Credits)

This course discusses the elements of board governance in nonprofit organizations and the structures of these types of organizations. This includes understanding the roles of the board, executive director, and other staff, along with an examination of the ways in which organizational structure shapes these roles.

Prerequisite: None

NPL-790 CAPSTONE: ASSESS, PLAN & CHG MGMT (3 Credits)

This course is the capstone for the program and provides an emphasis on experiential learning within an organization. The focus of the class will center on a project connected to an organizational need related to assessment, planning, and change management.

Prerequisite: None

NPL-791 SOCIAL JUSTICE CAPSTONE (3 Credits)

This course is the capstone for the program and provides an emphasis on experiential learning within an organization. The focus of the class will center on applying theories and principles for social justice within an organizational context.

Prerequisite: None

Public Administration (PAD)**PAD-501 FOUNDATIONS OF PUBLIC POLICY (3 Credits)**

This foundational course introduces students to the concept of the nonprofit sector in America and to the sector's development over time. This is the social and legal environment surrounding nonprofit organizations, which provides both support and restrictions. Emphasis is given to the public policy framework of government partnerships with nonprofit organizations, and to similarities and differences between secular and faith-based nonprofits.

Prerequisite: None

PAD-503 ORGANIZATIONAL LEADERSHIP (3 Credits)

This course presents an overview of leadership concepts and theories with an emphasis on their applications within organizations. Special emphasis will be given to motivation, leadership styles, work environment, teamwork, and social behavior on decision-making, communication and leadership effectiveness within organizations.

Prerequisite: None

PAD-505 DIVERSITY, EQUITY & INCLUSION (3 Credits)

This course focuses on the importance of diversity, equity, and inclusion in the workplace with attention to a critical analysis of the systemic realities shaping these areas. Emphasis is placed on understanding the individual and organizational needs related to sustainable diversity, equity, and inclusion work.

Prerequisite: None

PAD-601 RESEARCH METHODS (3 Credits)

An examination of research methods available for data-driven decision making within organizations. Focus is placed on the systematic process of collecting, analyzing and interpreting data to answer a specific organizational issue. The course will also introduce students to basic descriptive and inferential statistical tools.

Prerequisite: None

PAD-603 ORGANIZATIONAL BEHAVIOR (3 Credits)

The study of the behavior of individuals and teams within public organizations based on current theory. Emphasis is given to understanding, predicting, motivating and changing work-related behaviors in organizations. Key topics include organizational structure, understanding culture, power, diversity, leadership and communication within the organization.

Prerequisite: None

Research (RES)**RES-901 INTRO TO SOCIAL SCIENCE RESEARCH METHOD (4 Credits)**

This class introduces students to social science research methods. Students will explore how empirical research contributes to knowledge, how their worldview can shape their approach to research, and what role theory can play in a research study. The class will focus on engaging social science literature as a means to building a strong foundation for a research study. Students will learn about the role of literature reviews, especially those that support empirical research. The final deliverable for the class will be a small-scale literature review on a topic of interest to the student.

Prerequisite: Take EDL-900

RES-905 RESEARCH METHODS & MODES OF INQUIRY (4 Credits)

Building on the foundation laid in RES-901, this class introduces students to two forms of social science inquiry: empirical research and program evaluation. Students will receive a high-level overview of three research designs: qualitative, quantitative, and mixed methods. Each of these will receive particular attention in future research classes. In this class, students develop a purpose statement and research/evaluation questions to guide their study. They will select a research methodology that is responsive to their research questions and develop a plan for collecting and analyzing data. The final deliverable for the class will be a basic research proposal.

Prerequisite: EDL-901

RES-906 FUND OF STATISTICAL ANALYSIS (4 Credits)

The course introduces students to the use of data and statistics that form the basis of doctoral-level research. The organization, display, interpretation and description of statistics will be presented with the acknowledgement of how the Christian worldview and ethics inform the communication of statistical findings to lead researchers and their audiences closer to the discovery of truth.

Prerequisite: RES-905

RES-910 QUALITATIVE INQUIRY, EVAL, ACTION RES (4 Credits)

This course will focus on using classic qualitative research methods to address organizational problems. Along with narrative, phenomenological, case study, ethnographic, and grounded theory research, this course will also emphasize program evaluation and action research strategies. Learners will understand what qualitative research choices are available to help inform organizational decision making and problem solving. Specific emphasis will be given to conceptual understanding of the various qualitative techniques from a menu of choices so as to inform the culminating organizational leadership and development capstone. The second residency requirement will occur during this course.

Prerequisite: EDL-911

RES-915 QUANTITATIVE RESEARCH DESIGN/DATA ANALYSIS (4 Credits)

An exploration of practical statistics and data analysis choices within the framework of the respective research designs. Specific emphasis will be given to correlational (ex post facto) designs and quasi-experimental and experimental methods of organizational research. This course will focus on choosing the appropriate research design and statistical analysis to match corresponding research problems. In addition, "Big Data" and data analytics will be discussed briefly.

Prerequisite: RES-906

RES-917 COMPREHENSIVE EXAMINATION (1 Credit)

In this course students will demonstrate competency in analyzing organizational and leadership issues and applying program concepts and skills to those organizational issues. Students will conduct a case study analysis and an organizational issue analysis. They will present their analysis in two papers that will be submitted to program faculty for evaluation. The papers will demonstrate doctoral level analysis and synthesis. This course will be graded on a pass/fail basis.

Prerequisite: EDL-908

RES-920 PROJECT/RESEARCH PROPOSAL (3 Credits)

This course is designed to provide students the opportunity to complete a comprehensive literature review of current (within the last five years) and noteworthy older sources relevant to the theoretical and practical background for the student's project focus. Emphasis will be given to ensuring that all important research has been reviewed, integrated thoroughly into a unique discussion, and properly cited. This literature review should make clear the importance of the problem, clear explanation of what is known, and a clear demonstration of the need for further research. The culminating project will form Chapter Two of the capstone project and must be presented following the organization and style requirements of the Ed.D. Capstone Project Guide. Pre-requisites: all previous courses in the program.

Prerequisite: None

RES-921 PROJECT PROPOSAL I (2 Credits)

This course is designed at the end of the doctoral program course work to help students create a specific, relevant and realistic plan for the organizational leadership and development project. Using the prospectus developed in RES-905 and information learned in RES-910 and RES-915, students will expand the initial research prospectus into a full proposal that will be carried out during the last year of the doctoral program.

Prerequisite: RES-917

RES-922 PROJECT PROPOSAL II (1 Credit)

This course is designed at the end of the doctoral program course work to help students create a specific, relevant and realistic plan for the organizational leadership and development project. Students will expand their initial research prospectus into a full proposal that has been refined and improved from the RES-921 proposal, which will constitute the material for their proposal defense.

Prerequisite: RES-921

RES-925 ORGN LEAD & DEVL PROJECT (1-8 Credits)

The final project in the doctoral curriculum is designed to address a practical, real-world, organizational problem or leadership issue in an applied setting. Projects will be theory- and research-informed yet practical and will be completed in consultation with a research project mentor, the student, and a cooperating sponsor in the workplace or professional setting. The final project will focus on synthesizing knowledge, theory, research, and practice in such a way to be of benefit in a professional or clinical setting. Candidates will also be required to defend their proposal and final manuscript before a capstone project committee. Completion of the capstone must occur within seven years after starting the program.

Prerequisite: RES-922

Anthony, Marc R. (<https://www.cornerstone.edu/faculty/marc-anthony/>),
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Baldrige, Alexandria R. (<https://www.cornerstone.edu/faculty/alexandria-baldrige/>), Assistant Professor of Business, Co-Director of the Creativity and Innovation Honors Institute

Degner, Jeffrey L. (<https://www.cornerstone.edu/faculty/jeffery-degner/>), (Dean) Associate Professor of Economics

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